



**The Meeting Transcript of  
The Los Angeles County  
Board of Supervisors**



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1           [There is no reportable action as a result of the  
2           Board of Supervisors' closed session held today.]

3  
4  
5  
6   **SUP. KNABE, CHAIRMAN:** I'LL ASK EVERYONE TO PLEASE RISE. THIS  
7   MORNING, WE WILL BE LED IN OUR INVOCATION BY WILLIAM CLINTON  
8   HUNDLEY II, PASTOR OF THE BETHEL MIRACLE CHURCH IN LONG BEACH,  
9   FOLLOWED BY THE PLEDGE OF ALLEGIANCE, WHICH WILL BE LED BY  
10   ERNEST COWELL, MEMBER OF PALISADES POST NO. 283, THE AMERICAN  
11   LEGION. PASTOR HUNDLEY.

12  
13   **PASTOR HUNDLEY:** FIRST LIKE TO TAKE THIS OPPORTUNITY TO THANK  
14   YOU FOR THIS INVITATION TO GIVE THE INVOCATION. LET US PRAY.  
15   ALMIGHTY GOD, WE COME TO YOU ONCE AGAIN THIS MORNING ASKING  
16   FOR YOUR GRACE AND MERCY. WE ASK THAT YOUR PEACE WILL BE WITH  
17   US DURING THIS BOARD OF SUPERVISORS MEETING. WE PRAY FOR OUR  
18   CHAIRMAN OF THE BOARD AND SUPPORTING STAFF. WE PRAY THAT YOU  
19   WILL GUIDE AND DIRECT THEM TO MAKE THE RIGHT DECISIONS THAT  
20   WILL IMPACT OUR ENTIRE COUNTY OF LOS ANGELES. STRENGTHEN US TO  
21   CONTINUE TO WORK TOGETHER. WE THANK YOU FOR WHAT WE WILL  
22   ACCOMPLISH HERE THIS MORNING. MAY WE LEAVE HERE KNOWING YOU  
23   ARE THE GOD OF ALL WISDOM AND YOU ARE LEADING US INTO A BRIGHT  
24   FUTURE. THIS WE PRAY IN YOUR NAME, AMEN.



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1 **ERNEST S. COWELL:** PLEASE PLACE YOUR HANDS OVER YOUR HEART,  
2 FACE THE FLAG AND JOIN ME. [PLEDGE OF ALLEGIANCE RECITED.]  
3 THANK YOU.

4

5 **SUP. KNABE, CHAIRMAN:** IT'S MY PLEASURE TO PRESENT A  
6 CERTIFICATE OF APPRECIATION TO PASTOR WILLIAM CLINTON HUNDLEY  
7 II, TO THANK HIM FOR TAKING THE TIME TO COME DOWN TO LEAD US  
8 IN THE INVOCATION. PASTOR HUNDLEY WAS BORN IN LONG BEACH AND  
9 HAS BEEN A MEMBER OF THE CHURCH OF GOD IN CHRIST ALL HIS LIFE.  
10 HE WAS ORDAINED IN JUNE OF 1985 AND INSTALLED AS LEADER OF THE  
11 BETHEL MIRACLE COMMUNITY CHURCH IN LONG BEACH IN FEBRUARY OF  
12 2005. THE CHURCH IS KNOWN FOR ITS DEDICATION TO DEVELOPING  
13 MARRIAGE, FAMILY, EDUCATION AND GANG INTERVENTION. PASTOR  
14 HUNDLEY SERVES ON THE MUSIC STAFF OF THE CHURCH OF GOD IN  
15 CHRIST IN SOUTHERN CALIFORNIA FIRST JURISDICTION, AND HE IS  
16 THE FAMILY COUNSELOR AND CHILD WELFARE AND ATTENDANCE  
17 COORDINATOR FOR THE A.B.C. UNIFIED SCHOOL DISTRICT IN  
18 CERRITOS. HE HAS BEEN RECOGNIZED FOR MANY ACHIEVEMENTS AND IS  
19 A LEADING AUTHORITY ON MARRIAGE AND FAMILY. PASTOR HUNDLEY HAS  
20 A B.A. IN CHURCH ADMINISTRATION, AN M.A. IN RELIGION AND  
21 CHURCH ADMINISTRATION AND AN HONORARY DOCTORATE DEGREE. HE IS  
22 MARRIED TO SONIA TREMBLE-HUNDLEY AND THE FATHER OF THREE  
23 CHILDREN. I KNOW HIM IN A DIFFERENT LIFE, AS WELL, AS AN  
24 INCREDIBLE MEMBER OF OUR COMMUNITY, ALWAYS WILLING TO GIVE A  
25 HELPING HAND. SO IT'S MY PLEASURE TO PRESENT THIS CERTIFICATE





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1 OF APPRECIATION TO A GOOD FRIEND, PASTOR WILLIAM CLINTON  
2 HUNDLEY II. [APPLAUSE.] ZEV?

3

4 **SUP. YAROSLAVSKY:** MR. CHAIRMAN, WE WERE LED IN THE PLEDGE OF  
5 ALLEGIANCE THIS MORNING BY ERNEST COWELL, WHO RESIDES IN  
6 PACIFIC PALISADES. ACTUALLY IN BRENTWOOD, RIGHT? BUT HE'S  
7 REPRESENTING THE AMERICAN LEGION OF PALISADES POST NO. 283, A  
8 GREAT POST. HE'S PAST SECOND VICE COMMANDER. HE IS A VETERAN  
9 OF THE UNITED STATES ARMY, SERVED DURING WORLD WAR II FROM  
10 1943 THROUGH '46 ACHIEVING THE RANK OF SERGEANT. SERVED IN THE  
11 SIXTH DIVISION, THE 20TH INFANTRY IN THE SOUTH PACIFIC AND  
12 FOUGHT IN THE BATTLE OF THE PHILIPPINES. HE'S RECEIVED A  
13 BRONZE STAR MEDAL, PURPLE HEART, GOOD CONDUCT MEDAL, WORLD WAR  
14 II VICTORY MEDICAL, PRESIDENTIAL UNIT CITATION, PHILIPPINE  
15 PRESIDENTIAL CITATION AND THE ARMY COMMENDATION MEDAL. HE'S  
16 RETIRED. FORMERLY A DESIGNER CONSULTANT. HE'S MARRIED TO HIS  
17 WIFE THELMA, THREE CHILDREN. HE'S LIVED 20 YEARS IN OUR  
18 DISTRICT. AND HE HAILS ORIGINALLY FROM LOWELL HIGH SCHOOL, THE  
19 GREAT LOWELL HIGH SCHOOL OF SAN FRANCISCO, CALIFORNIA. AND A  
20 GRADUATE OF U.C.L.A. WE ARE HONORED TO HAVE YOU HERE, ERNEST,  
21 AND THANK YOU FOR BEING HERE AND LEADING US IN THE PLEDGE AND  
22 MORE IMPORTANTLY, FOR YOUR SERVICE TO OUR COUNTRY. [APPLAUSE.]

23

24 **SUP. KNABE, CHAIRMAN:** ALL RIGHT. ARE YOU READY?

25



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1 **CLERK SACHI HAMAI:** GOOD MORNING, MR. CHAIRMAN, MEMBERS OF THE  
2 BOARD. WE WILL BEGIN TODAY'S AGENDA ON PAGE 3, AGENDA FOR THE  
3 MEETING OF THE HOUSING AUTHORITY, ITEMS 1-H AND 2-H.

4

5 **SUP. KNABE, CHAIRMAN:** ITEMS 1-H AND 2-H, MOVED BY SUPERVISOR  
6 MOLINA. THE CHAIR WILL SECOND. WITHOUT OBJECTION, SO ORDERED.

7

8 **CLERK SACHI HAMAI:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 11.  
9 ON ITEM NO. 1, THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC  
10 TO HOLD THIS ITEM.

11

12 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

13

14 **CLERK SACHI HAMAI:** ON ITEM NO. 2, SUPERVISOR RIDLEY-THOMAS,  
15 SUPERVISOR KNABE AND A MEMBER OF THE PUBLIC REQUEST THAT THIS  
16 ITEM BE HELD. ON ITEM NO. 3, SUPERVISOR RIDLEY-THOMAS,  
17 SUPERVISOR KNABE AND MEMBERS OF THE PUBLIC REQUEST THAT THIS  
18 ITEM BE HELD. NO. 3. ON ITEM NO. 4, SUPERVISOR RIDLEY-THOMAS  
19 AND A MEMBER OF THE PUBLIC REQUEST THAT THIS ITEM BE HELD. ON  
20 ITEM NO. 6, SUPERVISOR YAROSLAVSKY REQUESTS THAT THIS ITEM BE  
21 CONTINUED TO JANUARY 12TH, 2010.

22

23 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

24



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1 **CLERK SACHI HAMAI:** AND ON ITEM NO. 11, THERE'S A REQUEST FROM  
2 A MEMBER OF THE PUBLIC TO HOLD THIS ITEM. THE REMAINING ITEMS  
3 ARE BEFORE YOU.

4

5 **SUP. KNABE, CHAIRMAN:** ON THE REMAINDER, MOVED BY SUPERVISOR  
6 YAROSLAVSKY, SECONDED BY SUPERVISOR ANTONOVICH. WITHOUT  
7 OBJECTION, SO ORDERED.

8

9 **CLERK SACHI HAMAI:** WE'RE NOW ON PAGE 8, CONSENT CALENDAR,  
10 ITEMS 12 THROUGH 64. ON ITEM NO. 15, SUPERVISOR KNABE REQUESTS  
11 THAT THIS ITEM BE HELD. ON ITEM NO. 16, THERE'S A REQUEST FROM  
12 A MEMBER OF THE PUBLIC TO HOLD THIS ITEM. 15. ON ITEM NO. 18,  
13 THERE'S A REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD THIS  
14 ITEM. ON ITEM NO. 26, SUPERVISOR YAROSLAVSKY REQUESTS THAT  
15 THIS ITEM BE HELD. ON ITEM NO. 27, THERE'S A REQUEST FROM A  
16 MEMBER OF THE PUBLIC TO HOLD THIS ITEM. ON ITEM NO--

17

18 **SUP. KNABE, CHAIRMAN:** IS THAT 27?

19

20 **CLERK SACHI HAMAI:** 27. SUPERVISOR YAROSLAVSKY WANTS TO HOLD IT  
21 AS WELL.

22

23 **CLERK SACHI HAMAI:** HE RELEASED HIS HOLD ON THAT ITEM. ON ITEM  
24 NO. 28, THE INTERIM DIRECTOR OF HEALTH SERVICES REQUESTS THAT  
25 THIS ITEM BE CONTINUED ONE WEEK TO DECEMBER 8TH, 2009.





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1

2 **SUP. KNABE, CHAIRMAN:** THAT WILL BE THE ORDER.

3

4 **CLERK SACHI HAMAI:** ON ITEM NO. 30, THERE'S A REQUEST FROM A  
5 MEMBER OF THE PUBLIC TO HOLD THIS ITEM.

6

7 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

8

9 **CLERK SACHI HAMAI:** ON ITEM NO. 38, SUPERVISOR MOLINA REQUESTS  
10 THAT THIS ITEM BE CONTINUED ONE WEEK TO DECEMBER 8TH, 2009.

11

12 **SUP. KNABE, CHAIRMAN:** OKAY. SO ORDERED.

13

14 **CLERK SACHI HAMAI:** ON ITEM NO. 41, THERE'S A REQUEST FROM A  
15 MEMBER OF THE PUBLIC TO HOLD THIS ITEM.

16

17 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

18

19 **CLERK SACHI HAMAI:** ON ITEM NO. 44, THERE'S A REQUEST FROM A  
20 MEMBER OF THE PUBLIC TO HOLD THIS ITEM.

21

22 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

23

24 **CLERK SACHI HAMAI:** ON ITEM NO. 48, SUPERVISOR MOLINA REQUESTS  
25 THAT THIS ITEM BE HELD.



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1

2 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

3

4 **CLERK SACHI HAMAI:** ON ITEM NO. 52, THERE'S A REQUEST FROM A  
5 MEMBER OF THE PUBLIC TO HOLD THIS ITEM. ON ITEM NO. 56,  
6 ALTHOUGH THE POSTED AGENDA STATES THAT THE CHIEF EXECUTIVE  
7 OFFICER REQUESTS THAT THIS ITEM BE CONTINUED TWO WEEKS, THE  
8 CHIEF EXECUTIVE OFFICER WOULD LIKE TO CHANGE THIS TO CONTINUE  
9 THE ITEM THREE WEEKS TO DECEMBER 22ND, 2009.

10

11 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

12

13 **CLERK SACHI HAMAI:** ON ITEM NO. 63, THERE'S A REQUEST FROM A  
14 MEMBER OF THE PUBLIC TO HOLD THIS ITEM.

15

16 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

17

18 **CLERK SACHI HAMAI:** AND THE REMAINING ITEMS UNDER THE CONSENT  
19 CALENDAR ARE BEFORE YOU.

20

21 **SUP. KNABE, CHAIRMAN:** ON THE REMAINDER, MOVED BY SUPERVISOR  
22 MOLINA. SECONDED BY SUPERVISOR ANTONOVICH. WITHOUT OBJECTION,  
23 SO ORDERED.

24



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1 **CLERK SACHI HAMAI:** WE'RE NOW ON PAGE 32, SEPARATE MATTERS.  
2 ITEM 65 AND 66 AND I'LL READ THE SHORT TITLES IN FOR THE  
3 RECORD. ON ITEM NO. 65, THIS IS A TREASURER AND TAX  
4 COLLECTOR'S RECOMMENDATION TO ADOPT RESOLUTION AUTHORIZING THE  
5 ISSUANCE AND SALE OF THE LAS VIRGINES UNIFIED SCHOOL DISTRICT  
6 GENERAL OBLIGATION BONDS 2006 ELECTION SERIES B IN AGGREGATE  
7 PRINCIPAL AMOUNT NOT TO EXCEED \$43 MILLION.

8

9 **SUP. KNABE, CHAIRMAN:** MOVED BY SUPERVISOR YAROSLAVSKY. THE  
10 CHAIR WILL SECOND. WITHOUT OBJECTION, SO ORDERED.

11

12 **CLERK SACHI HAMAI:** ON ITEM NO. 66, THIS IS THE TREASURER AND  
13 TAX COLLECTOR'S RECOMMENDATION TO ADOPT RESOLUTION AUTHORIZING  
14 THE ISSUANCE AND SALE OF THE SANTA MONICA COMMUNITY COLLEGE  
15 DISTRICT GENERAL OBLIGATION BONDS 2002 ELECTION 2010 SERIES E  
16 AND 2008 ELECTION 2010 SERIES A IN THE AGGREGATE PRINCIPAL  
17 AMOUNT NOT TO EXCEED \$111,000,118.40 CENTS.

18

19 **SUP. KNABE, CHAIRMAN:** MOVED BY SUPERVISOR YAROSLAVSKY. THE  
20 CHAIR WILL SECOND. WITHOUT OBJECTION, SO ORDERED.

21

22 **CLERK SACHI HAMAI:** DISCUSSION ITEMS, ITEM 67 THROUGH 71. ON  
23 ITEM 67, AS INDICATED ON THE SUPPLEMENTAL AGENDA, THE AUDITOR-  
24 CONTROLLER REQUEST REQUESTS THAT THIS BE REFERRED BACK TO THE  
25 DEPARTMENT.



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1

2 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

3

4 **CLERK SACHI HAMAI:** ON ITEM 68 AND 69 WE WILL HOLD FOR  
5 DISCUSSION. ON ITEM NO. 70, THE CHIEF INFORMATION OFFICER  
6 REQUESTS THAT THIS ITEM BE REFERRED BACK TO HIS DEPARTMENT.

7

8 **SUP. KNABE, CHAIRMAN:** SO ORDERED.

9

10 **CLERK SACHI HAMAI:** ON ITEM NO. 71, AS INDICATED ON THE  
11 SUPPLEMENTAL AGENDA, THE CHIEF EXECUTIVE OFFICER REQUESTS THAT  
12 THIS ITEM BE CONTINUED TO JANUARY 12TH, 2010.

13

14 **SUP. KNABE, CHAIRMAN:** OKAY, SO ORDERED.

15

16 **CLERK SACHI HAMAI:** ON PAGE 34, FISCAL YEAR 2009-'10  
17 SUPPLEMENTAL BUDGET RESOLUTION AGENDA ITEM 72 AND 73, AND WE  
18 WILL HOLD THOSE FOR A DISCUSSION. MISCELLANEOUS ADDITIONS TO  
19 THE AGENDA WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF  
20 THE MEETING AS INDICATED ON THE SUPPLEMENTAL AGENDA. ITEM 74-  
21 A.

22

23 **SUP. KNABE, CHAIRMAN:** THE CHAIR WILL MOVE IT. SECONDED BY  
24 SUPERVISOR MOLINA. WITHOUT OBJECTION, SO ORDERED.

25



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1 **CLERK SACHI HAMAI:** AND THAT COMPLETES THE READING OF THE  
2 AGENDA. BOARD OF SUPERVISORS SPECIAL ITEMS BEGIN WITH  
3 SUPERVISORIAL DISTRICT NO. 2.

4  
5 **SUP. KNABE, CHAIRMAN:** OKAY. I BELIEVE WE WILL START WITH THE  
6 L.A. COUNTY STARS AND THEN WE'LL GO TO THE SECOND DISTRICT.  
7 FIRST IT'S MY PLEASURE TO INTRODUCE THE RECIPIENTS OF OUR  
8 DECEMBER 2009 L.A. COUNTY STARS IN THE CATEGORIES OF WORKFORCE  
9 EXCELLENCE AND SERVICE EXCELLENCE AND ORGANIZATIONAL  
10 EFFECTIVENESS. FIRST IN THE CATEGORY OF WORKFORCE EXCELLENCE,  
11 PLEASE WELCOME SHARON CARLSON, INFORMATION TECHNOLOGY MANAGER  
12 III FROM THE DEPARTMENT OF MENTAL HEALTH. SHARON IS THE  
13 ASSOCIATE CHIEF INFORMATION OFFICER FOR THE DEPARTMENT OF  
14 MENTAL HEALTH AND DIVISION CHIEF FOR PLANNING AND PROJECT  
15 MANAGEMENT. SHORTLY AFTER SHE ARRIVED AT THE DEPARTMENT, THE  
16 C.I.O. ADDED NEW ITEMS TO ADDRESS THE DEMANDS OF THE MENTAL  
17 SERVICES ACT. SHE TOOK ON THE LEAD ROLE OF RECRUITER FOR THE  
18 C.I.O. ON TOP OF ALL HER OTHER DUTIES. SHE PRIORITIZED  
19 APPROXIMATELY 60 VACANCIES AND INITIATED THE HIRING PROCESS  
20 FOR THE MOST STRATEGICALLY IMPORTANT VACANCIES WITH THE INTENT  
21 OF HAVING THESE NEWLY HIRED EMPLOYEES HELP IN RECRUITING,  
22 HIRING AND TRAINING THE NEXT WAVE OF NEW EMPLOYEES. SHE HAS  
23 BROUGHT IN CONSISTENTLY HIGH QUALITY CANDIDATES THAT HAVE  
24 RAISED THE PERFORMANCE BAR FOR THE ENTIRE C.I.O. OFFICE THAT  
25 WILL PAY DIVIDENDS FOR THE DEPARTMENT IN YEARS TO COME. THE



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1 PROJECT MANAGEMENT AND BUSINESS ANALYSIS TRAINING PROGRAM SHE  
2 DEVELOPED ADVOCATED FOR AND ULTIMATELY DELIVERED MADE IT  
3 POSSIBLE FOR EMPLOYEES TO DEVELOP NEW SKILLS THAT HAVE ALLOWED  
4 THEM TO TAKE ON COMPLEX ASSIGNMENTS. THIS NOT ONLY HELPS THE  
5 DEPARTMENT, BUT IT ALSO HELPS THE EMPLOYEES TO DEVELOP THEIR  
6 CAREERS. THE PROJECT MANAGEMENT TRAINING PROGRAM THAT SHE  
7 DEVELOPED WAS ALSO FEATURED IN THE WINTER 2008-2009 OF THE  
8 PUBLIC MANAGER. SO CONGRATULATIONS TO SHARON CARLSON.

9 [APPLAUSE.]

10

11 **SHARON CARLSON:** IT'S A TREMENDOUS HONOR AND I'M VERY  
12 APPRECIATIVE OF THE ACKNOWLEDGMENT OF MY HARD WORK. I COULDN'T  
13 HAVE DONE IT ALONE. I HAD TREMENDOUS SUPPORT FROM THE CHIEF  
14 INFORMATION OFFICE BUREAU OF THE DEPARTMENT OF MENTAL HEALTH  
15 LEADERSHIP TEAM, THE ADMINISTRATIVE SERVICES TEAM AND THE  
16 DEPARTMENT OF MENTAL HEALTH HUMAN RESOURCE TEAM. SO MY THANKS  
17 GOES TO ALL OF THEM FOR HELPING TO MAKE THIS ACHIEVEMENT  
18 POSSIBLE.

19

20 **DR, MARVIN SOUTHARD:** I'D LIKE TO TAKE THE OPPORTUNITY TO THANK  
21 THE BOARD FOR ALLOWING US TO BUILD UP A C.I.O. DIVISION WITHIN  
22 THE DEPARTMENT OF MENTAL HEALTH THAT ALLOWS US TO CREATE A  
23 SUPPORT STRUCTURE THAT WE WILL NEED TO BRING OUR ELECTRONIC  
24 MEDICAL RECORD AND OUR WHOLE BILLING SYSTEM INTO THE WAY IT  
25 NEEDS TO BE TO BEST SUPPORT OUR PROGRAM FOR PROVIDING HOPE,





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1 WELLNESS AND RECOVERY TO OUR CLIENTS. AND I WANT TO  
2 CONGRATULATE ROBIN KAY, BOB GREENELESS AND SHARON FOR THE  
3 REALLY OUTSTANDING WORK THEY DO IN BRIDGING OUR DEPARTMENT  
4 FORWARD. SO THANK YOU TO THE BOARD. [APPLAUSE.]

5

6 **SUP. KNABE, CHAIRMAN:** NEXT IN THE CATEGORY OF SERVICE  
7 EXCELLENCE OF ORGANIZATIONAL EFFECTIVENESS, PLEASE WELCOME  
8 ANDRE TOLIVER, A DEPUTY PROBATION OFFICER FROM THE PROBATION  
9 DEPARTMENT. ANDRE IS RESPONSIBLE FOR A CASELOAD INVOLVING  
10 TRANSITION-AGE YOUTH MOVING FROM HOMELESSNESS INTO THE  
11 TRANSITIONAL HOUSING PROGRAM. IN ORDER TO RETAIN HOUSING, THE  
12 YOUNG PEOPLE HAVE TO SEEK AND MAINTAIN GAINFUL EMPLOYMENT,  
13 ACQUIRE GOOD LIFE SKILLS AND REACH THEIR EDUCATIONAL GOALS.  
14 HIS CASELOAD HAS AND CONTINUES TO BE ONE OF THE MOST DIFFICULT  
15 CASELOADS INVOLVING YOUTH WITH STRONG GANG, DRUG, MENTAL  
16 HEALTH AND EDUCATIONAL CHALLENGES. HE HAS PRIORITIZED HIS WORK  
17 AND TIME TO ENSURE THAT HE'S ABLE TO CONTACT EVERY YOUTH ON  
18 HIS CASELOAD, ESTABLISH A STRONG RELATIONSHIP WITH EACH YOUTH,  
19 AND ASSIST THEM AS THEY SEEK AND MAINTAIN EMPLOYMENT. IN  
20 ADDITION, HE'S BEEN ABLE TO ESTABLISH EXCELLENT TIES WITH  
21 COMMUNITY AGENCIES, HOUSING PROVIDERS AND OTHER SERVICE  
22 PROVIDERS WHO HAVE ASSISTED THESE YOUNG PEOPLE. HIS  
23 SUPERVISORS HAVE REPORTED THAT HE NOT ONLY MEETS AND EXCEEDS  
24 ANY GOAL GIVEN TO HIM, HE IS ALSO A TEAM LEADER WHO DOES NOT  
25 HESITATE TO ASSIST A CO-WORKER ON ANY OF THEIR CASES. ANDRE



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1 GOES ABOVE AND BEYOND THE CALL OF DUTY TO ASSIST THESE YOUNG  
2 PEOPLE BY BEING AVAILABLE TO THEM AT ANY TIME, DAY OR NIGHT,  
3 AND ALSO BY RELENTLESSLY EXPLORING NEW OPPORTUNITIES FOR HIS  
4 CASELOAD. LAST YEAR, HE MAINTAINED A HIGH HOUSING CAPACITY,  
5 LISTEN TO THIS, OF 95 PERCENT AND ESTABLISHED AND MAINTAINED  
6 CONTACT WITH YOUTH AT ALL AT THE VARIOUS DEPARTMENTS.  
7 CONGRATULATIONS, ANDRE. GREAT JOB. [APPLAUSE.]

8

9 **ANDRE TOLIVER:** I'D LIKE TO SAY THIS IS A GREAT HONOR TO BE  
10 RECOGNIZED BY THE BOARD. I'D LIKE TO THANK MY ADMINISTRATION  
11 STAFF IN ASSISTING ME IN MAKING MY GOALS POSSIBLE. I'D LIKE TO  
12 THANK SUZIE MORES, MARIA VICENTE, DAVE MITCHELL AND MICHAEL  
13 VERNER. [APPLAUSE.]

14

15 **ROBERT TAYLOR:** ANDRE DEALS WITH PROBABLY THE MOST CHALLENGING  
16 CASELOAD, TRANSITIONAL-- TRANSITIONING YOUTH. THESE ARE KIDS  
17 THAT NORMALLY WOULD FALL OUT OF THE SYSTEM. HIS CASELOAD  
18 REALLY CONSISTS OF YOUTH WHO HAVE DRUG PROBLEMS, MENTAL  
19 ILLNESS PROBLEMS, SUBSTANCE ABUSE PROBLEMS. WERE IT NOT FOR  
20 HIM AND WERE IT NOT FOR THIS EFFORT, MANY OF THESE YOUTH WOULD  
21 WIND UP ON THE STREET, HOMELESS. I JUST WANT TO QUOTE JUST FOR  
22 A MOMENT SOME OF THE COMMENTS FROM ONE OF HIS CLIENTS. "MR.  
23 TOLIVER IS A VERY RESOURCEFUL AND DEPENDABLE MAN. HE'S A GOOD  
24 COUNSELOR AND EVEN THOUGH IT'S NOT PART OF HIS JOB  
25 DESCRIPTION, HE HELPS ME." "MR. TOLIVER IS A LIFE SAVER. I



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1 FEEL THAT A PERSON LIKE HIM, WERE IT NOT FOR HIM, I WOULD JUST  
2 BE ANOTHER FOSTER CHILD LOST IN THE SYSTEM." SO I THINK THAT  
3 SPEAKS REALLY WELL OF WHAT ANDRE DOES. [APPLAUSE.]

4

5 **SUP. KNABE, CHAIRMAN:** THANK YOU. CONGRATULATIONS ONCE AGAIN TO  
6 OUR L.A. COUNTY STARS FOR DECEMBER 2009. BOTH DID OUTSTANDING  
7 JOBS. NEXT IT'S MY PRIVILEGE TO CALL YOU UP OUR 2009 LOS  
8 ANGELES COUNTY PUBLIC LINKS GOLF ASSOCIATION, JUNIOR GOLF  
9 CHAMPIONS. THE DEPARTMENT OF PARKS AND RECREATION, ONCE AGAIN  
10 HOSTED THE L.A. COUNTY PUBLIC LINKS GOLF ASSOCIATION, OUR  
11 JUNIOR GOLF CHAMPIONSHIP FOR THE FOURTH YEAR. A RECORD 1,193  
12 JUNIOR GOLFERS COMPETED IN FIVE EVENTS WITH 126 QUALIFIERS  
13 CONTESTING IN THE CHAMPIONSHIP FINAL. ONE QUALIFYING EVENT IS  
14 HELD IN EACH OF OUR SUPERVISORIAL DISTRICTS AND THE  
15 CHAMPIONSHIP FINALIST ROTATED EACH YEAR TO EACH DISTRICT. THIS  
16 IS A TRUE LOS ANGELES COUNTY EVENT. AND THIS YEAR THE  
17 CHAMPIONSHIP WAS HELD AT MOUNT MEADOWS GOLF COURSE. I'D LIKE  
18 TO BEGIN BY THANKING THE SPONSORS OF THIS EVENT AND CRAIG  
19 KESSLER, THE EXECUTIVE DIRECTOR OF OUR PUBLIC LINKS GOLF  
20 ASSOCIATION, MATT KNABE, CHAIR OF THE LOS ANGELES COUNTY  
21 JUNIOR GOLF FOUNDATION. FRANK AMADORE, PRESIDENT, A.P.B.  
22 MANUFACTURING AND MR. LEN KINNETT, WHO PROBABLY HAS HAD MORE  
23 INFLUENCE OVER JUNIOR GOLF AND WOMEN'S GOLF FOR THE LAST 50  
24 YEARS. HE ANNOUNCES EACH PLAYER WHEN THEY ENTER THE COURSE.  
25 ALSO TO RUS GUINEA IN OUR LOS ANGELES COUNTY PARKS AND



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1 RECREATION GOLF DIVISION FOR THEIR EFFORT IN COORDINATING THE  
2 EVENT AS WELL AS OUR FREE JUNIOR GOLF PROGRAMS THROUGHOUT THE  
3 17 PUBLIC COURSES IN LOS ANGELES COUNTY. AND TO ALL OF OUR  
4 GOLF LESSEES WHO PROVIDE RANGE BALLS AND THE USE OF OUR GOLF  
5 COURSES AT NO CHARGE. SO NOW IT'S MY PLEASURE TO INTRODUCE TO  
6 YOU OUR LOS ANGELES COUNTY PUBLIC LINKS GOLF ASSOCIATION  
7 JUNIOR GOLF CHAMPIONS. FIRST OF ALL, BOYS 16 TO 18, MR. LEWIS  
8 SIMON OF TORRENS. HE BECAME THE SECOND PLAYER IN HISTORY TO  
9 WIN TWO DIVISIONS. LASTED YEAR HE WAS THE BOYS 14-15 CHAMPION.  
10 HIS FINAL ROUND WAS 68. [APPLAUSE.] I SAID UPSTAIRS I SHOOT IN  
11 THE 60S. IF IT GETS ANY COLDER, I DON'T PLAY. THAT WAS A JOKE,  
12 OKAY. WHERE DID LEWIS GO? RIGHT HERE. NEXT IN THE BOYS 14 TO  
13 15, RITO ARMENTA OF SAN JUAN CAPISTRANO BECAME THE THIRD  
14 PLAYER IN HISTORY TO WIN TWO DIVISIONS. LAST YEAR HE WAS THE  
15 BOYS 12 AND 13 CHAMPION. HE ALSO SHOT A FINAL ROUND 68. RITO?  
16 [APPLAUSE.] NEXT, OUR BOYS 12 TO 13, EDWIN YI OF REDONDO  
17 BEACH, FINISHED SECOND TWICE AND THIRD ONCE IN FOUR QUALIFYING  
18 EVENTS. HIS FINAL ROUND WAS 71. [APPLAUSE.] NOW GIRLS 15 TO  
19 18, ARICA RODRIGUEZ OF WHITTIER. SHE PLAYED IN ALL FIVE  
20 QUALIFIERS AND ALL TOP FOUR FINISHED. SHE IS ALSO THE CURRENT  
21 GIRLS' KNABE CUP CHAMPION. SHE SHOT A FINAL ROUND 73. ARICA?  
22 [APPLAUSE.] ALL RIGHT. GIRLS' 12 TO 14, ELISABETH BERNABE OF  
23 ANAHEIM HILLS. SHE FINISHED THIRD IN ONE QUALIFIER, AND HER  
24 FINAL ROUND SCORE OF 68 TIED THE LOW SCORE FOR THE DAY,  
25 INCLUDING THE BOYS' DIVISIONS. ELISABETH? [APPLAUSE.] AND THEN



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1 GIRLS 11 AND UNDER, ANGEL YIN OF ARCADIA. SHE FINISHED FIRST  
2 THREE TIMES IN QUALIFIERS AND THIRD ONCE. HER FINAL NINE-HOLE  
3 ROUND SCORE IN 11 AND UNDER WAS 35. THE LOWEST OF THE DAY,  
4 INCLUDING THE BOYS' DIVISION. ALL RIGHT. [APPLAUSE.] NOW I  
5 JUST WANT TO ON BEHALF OF THE BOARD AND MY COLLEAGUES, IT'S MY  
6 PRIVILEGE ONCE AGAIN TO CONGRATULATE OUR 2009 L.A. COUNTY  
7 JUNIOR GOLF CHAMPIONS. WE APPRECIATE THAT AND A SPECIAL THANK  
8 YOU TO ALL OF YOU UP HERE WHO MADE THIS POSSIBLE. SO BIG ROUND  
9 OF APPLAUSE FOR OUR JUNIOR GOLF CHAMPIONS. [APPLAUSE.] LET'S  
10 DO ONE GROUP. CONGRATULATIONS CHAMPIONS, GOOD LUCK. HAVE A  
11 GREAT CAREER, GOOD SCHOOL, ALL THAT STUFF. [APPLAUSE.] HARD TO  
12 BELIEVE OUT OF 1,200 GOLFERS, WE GOT THESE CHAMPIONS.  
13 CONGRATULATIONS ONCE AGAIN. AT THIS TIME I'D LIKE TO CALL  
14 FORWARD MR. JOSEPH SMITH, COLONEL SMITH, TO MAKE A  
15 PRESENTATION. ON DECEMBER 7TH, 1941, THE UNITED STATES  
16 SUFFERED A VICIOUS AND UNPROVOKED ATTACK AT PEARL HARBOR,  
17 PRODUCING AN IMMEDIATE CALL FOR ACTION FOR THE AMERICAN  
18 PEOPLE. THIS, AS WE ALL REMEMBER, WHERE 2,400 MEMBERS PERISHED  
19 AND ANOTHER 1,000, 1,100 WERE WOUNDED, BUT ALSO INCLUDED  
20 INNOCENT CIVILIANS. WE COMMEMORATE THIS DAY TO RECOGNIZE AND  
21 HONOR THE COURAGE AND COUNTLESS SACRIFICES OF OUR WORLD WAR II  
22 VETERANS WHO FOUGHT AROUND THE GLOBE, LIBERATING OPPRESSED  
23 NATIONS, ENSURING FOR US THE PRICELESS GIFTS OF LIBERTY, PEACE  
24 AND THE AMERICAN WAY OF LIFE. THE SURPRISE ATTACK ON PEARL  
25 HARBOR AND THE DESPICABLE ATTACK OF SEPTEMBER 11TH, 2001 MUST



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1 SERVE AS A CONSTANT REMINDERS THAT AMERICA MUST ALWAYS BE  
2 STRONG, VIGILANT IN ITS DEFENSE OF ITS FREEDOM. SO ON BEHALF  
3 OF THE BOARD, COLONEL, WE'D LIKE TO PRESENT YOU THIS IN  
4 RECOGNITION OF PEARL HARBOR DAY 2009. [APPLAUSE.]

5

6 **COL. JOSEPH SMITH:** ON BEHALF OF THE COUNTY'S VETERANS WHO ARE  
7 SURVIVORS OF PEARL HARBOR, KEN CREASEY, THE PAST NATIONAL  
8 COMMANDER, WAS SUPPOSED TO BE HERE TODAY BUT HE'S WITH SEVERAL  
9 HUNDRED OF HIS FRIENDS ON THE FREEWAY IN FROM LANCASTER. BUT  
10 IN ANY EVENT, WE DO ACCEPT THIS. AND AS WAS MENTIONED IN THE  
11 PROCLAMATION, IT IS THE PRICE OF FREEDOM TO HAVE INTERNAL AND  
12 ETERNAL VIGILANCE. AND I APPRECIATE THE BOARD RECOGNIZING OUR  
13 PEARL HARBOR SURVIVORS AND OUR VETERANS ON THE VARIOUS  
14 PATRIOTIC EVENTS. THANK YOU. [APPLAUSE.]

15

16 **SUP. KNABE, CHAIRMAN:** SUPERVISOR ANTONOVICH?

17

18 **SUP. ANTONOVICH:** IT'S BEEN A WHOLE YEAR, MR. CHAIRMAN, SINCE  
19 WE HAD THE 2009 TOURNAMENT OF ROSES COURT WITH US. AND NOW  
20 IT'S 2010'S ROSE COURT, TOURNAMENT OF ROSES. AND WE'RE LOOKING  
21 FORWARD TO THE 2010 PARADE ON JANUARY 1ST WHERE THE PARADE  
22 WILL TAKE PLACE IN PASADENA. AND WE WANT TO ENCOURAGE  
23 EVERYBODY TO ATTEND. THIS YEAR'S THEME IS GOING TO BE "A CUT  
24 ABOVE THE REST." AND THEY'RE GOING TO HAVE A GREAT AMERICAN, A  
25 GREAT ROLE MODEL, A GREAT INSPIRATION AS A GRAND MARSHAL, AND





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1 THAT'S THE U.S. AIRLINES PILOT, CAPTAIN CHESLEY SULLENBERGER  
2 LEADING THE FESTIVITIES. YOU KNOW HOW HE WAS ABLE TO USE HIS  
3 TRAINING AND SKILLS TO SAVE THE LIVES OF ALL THE PASSENGERS ON  
4 U.S. AIRWAYS. HE DIDN'T HAVE TO TAKE THEM 150 MILES OUT OF  
5 THEIR DESTINATION. HE LANDED IN THE OCEAN RIVER THERE AND  
6 SAVED THEIR LIVES. HE'S A GREAT ROLE MODEL. SO TODAY WE'RE  
7 GOING TO INTRODUCE EACH OF THE PARTICIPANTS IN THE ROSE  
8 PARADE, OUR LOVELY QUEEN AND HER COURT. AND AGAIN THESE ARE  
9 WONDERFUL REPRESENTATIVES OF LOS ANGELES COUNTY, SAN GABRIEL  
10 VALLEY AND REPRESENTING THE TOURNAMENT OF ROSES, WHICH HAS  
11 DONE AN INCREDIBLE JOB, BECAUSE WHILE THEY DID A WONDERFUL  
12 PARADE, DURING THE YEAR, THEY'RE INVOLVED IN ANY CHARITABLE  
13 PHILANTHROPIC EVENTS WITHIN THE COMMUNITY, HELPING OUR YOUTH  
14 AND BEING REAL POSITIVE ROLE MODELS FOR OUR YOUNG PEOPLE. THIS  
15 YEAR'S QUEEN IS NATALIE ANN INNOCENZI, 17 YEARS OLD, FROM  
16 ARCADIA, AND SHE ATTENDS SACRED HEART ACADEMY IN LA CA ADA-  
17 FLINT RIDGE. SHE'S A CAPTAIN OF THE JUNIOR VARSITY TENNIS TEAM  
18 AT HER SCHOOL AND PARTICIPATES IN TRACK AND FIELD. PRESIDENT  
19 OF THE AMNESTY INTERNATIONAL CLUB AND MEMBER OF THE BOARD OF  
20 ALZHEIMER FOUNDATION OF AMERICAN TEENS AND STARTED AN  
21 ALZHEIMER'S AWARENESS WEEK AT HER SCHOOL. SHE RESIDES IN THE  
22 SAN GABRIEL VALLEY, WANTS TO STAY IN CALIFORNIA FOR COLLEGE  
23 WHERE SHE'LL STUDY PHYSICAL THERAPY. AND WE WOULD LIKE TO GIVE  
24 HER THIS PROCLAMATION. AND OUR PRINCESS, CATHERINE MARGARITA  
25 HERNANDEZ IS A PASADENA RESIDENT AND ATTENDS FLINTRIDGE SACRED



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1 HEART ACADEMY, AS WELL. PRESIDENT OF THE SCIENCE CLUB, MEMBER  
2 OF THE STUDENT COUNCIL AND BUSINESS EDITOR OF THE YEARBOOK.  
3 SHE ENJOYS RUNNING IN HER SECOND YEAR AS THE CAPTAIN OF HER  
4 SCHOOL'S VARSITY, TRACK AND FIELD TEAM. SHE'S BEEN HONORED AS  
5 A SCHOLAR BY THE HISPANIC RECOGNITION PROGRAM AND STUDENT  
6 ATHLETE IN THE MISSION LEAGUE ALL-AMERICAN TEAM. SHE PLANS TO  
7 STUDY BIOLOGY AND PURSUE A CAREER IN MEDICINE. IN HER SPARE  
8 TIME, SHE VOLUNTEERS AT PLAZA DE LA RAZA, A NONPROFIT  
9 EDUCATIONAL CENTER FOCUSED ON PROVIDING ENRICHMENT PROGRAMS.  
10 SO LET ME GIVE YOU THIS PROCLAMATION. PRINCESS JUNE KO IS A  
11 SENIOR IN ARCADIA HIGH SCHOOL AND RESIDES IN ARCADIA.  
12 PUBLICITY SECRETARY FOR THE SENIOR MEN AND WOMEN, AN  
13 ORGANIZATION OF SENIORS WHO PARTICIPATE IN COMMUNITY SERVICE  
14 ACTIVITIES. THE PRESIDENT OF L.E.O., WHICH IS LEADERSHIP,  
15 EXCELLENT OPPORTUNITY CLUB, THE WORLDWIDE ORGANIZATION WHICH  
16 IS DEDICATED TO SERVING THOSE IN NEED AND HAS BEEN A SCHOOL  
17 SITE LEADERSHIP TEAM REPRESENTATIVE FOR THE PAST THREE YEARS.  
18 SHE'S INVOLVED WITH APACHE NEWS, THE STUDENT-RUN TELEVISION  
19 NEWS BROADCAST AND HAS PLAYED THE VIOLIN FOR THE PAST 12  
20 YEARS. SHE PLANS TO ATTEND EITHER THE UNIVERSITY OF SOUTHERN  
21 CALIFORNIA OR NEW YORK UNIVERSITY WHERE SHE'LL STUDY TO BECOME  
22 A BROADCAST JOURNALIST. SO HERE YOU CAN INTERVIEW, WE'VE GOT  
23 SOME REPRESENTATIVES FROM THE MEDIA HERE TODAY. PRINCESS  
24 LAUREN SAMANTHA ROBERTS ROGERS IS A STUDENT AT BLAIR HIGH  
25 SCHOOL AND RESIDES IN ALTADENA. ACTIVE ON HER SCHOOL'S SWIM



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1 TEAM AND MADE IT TO THE RIO HONDO LEAGUE FINALS FOR THE LAST  
2 THREE YEARS. A MEMBER OF THE BRIGHT FUTURES SCHOLARS SUPPORT  
3 PROGRAM, A LEADERSHIP PROGRAM THAT PROMOTES PUBLIC SPEAKING  
4 AND HAS PARTICIPATED IN THE ROTARY INTERNATIONAL FOUR-WAY  
5 SPEECH CONTEST. THAT'S THE PROGRAM THAT DR. SANDRA THOMAS  
6 HELPED ORIGINATE AND WE'RE VERY PROUD TO BE A PART OF THAT, AS  
7 WELL. SHE PREVIOUSLY VOLUNTEERED AT HUNTINGTON MEMORIAL  
8 HOSPITAL. SHE PLANS TO ATTEND THE UNIVERSITY OF CALIFORNIA AT  
9 SAN JOSE AND STUDY SPEECH PSYCHOPATHOLOGY. SHE ENJOYS SWIMMING  
10 AND READING AND PLAYING WITH SUDOKU.

11  
12 **SUP. KNABE, CHAIRMAN:** THAT'S FUN.

13  
14 **SUP. ANTONOVICH:** OKAY, THAT'S FUN. PRINCESS GINSLEY ELIZABETH  
15 STUART IS 18 AND SHE RESIDES IN SOUTH PASADENA STUDYING  
16 PSYCHOLOGY IN HER FIRST YEAR AT PASADENA CITY COLLEGE. HIGH  
17 SCHOOL, SHE WAS A CAPTAIN OF THE VARSITY CHEERLEADING TEAM, A  
18 YOUTH SWIM COACH AND VICE PRESIDENT OF THE CHANGE CLUB AT  
19 P.C.C., MEMBER OF THE STUDENT ACTIVITIES COMMITTEE WHERE SHE  
20 ASSISTS IN PLANNING SCHOOL FUNCTIONS. SHE ENJOYS VOLUNTEERING  
21 WITH HER CHEER SQUAD FOR DIABETIC WALKS AND RACES TO RAISE  
22 MONEY FOR BREAST CANCER AND AFTER SCHOOL SHE'D LIKE TO BECOME  
23 A PSYCHOLOGIST. PRINCESS ASHLEY RENEE THAXTON IS ALSO FROM  
24 ALTADENA. SHE'S 17 AND ATTENDS JOHN MARSHALL FUNDAMENTAL HIGH  
25 SCHOOL. NATIONAL HONOR SOCIETY PRESIDENT AND LIBRARIAN FOR THE



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1 MUSICAL CLUB, ASHLEY'S SHE'S A PART OF THE SCHOOL'S MARCHING  
2 BAND AND HER CHURCH'S WORSHIP TEAM. PASSIONATE ABOUT MUSICAL  
3 THEATER AND PLANS TO PURSUE IT AS A CAREER. HOPES TO PURSUE  
4 HER MASTERS IN EDUCATION AND TEACH THEATER AND MUSIC IN A  
5 PUBLIC SCHOOL OR WITH A NONPROFIT ORGANIZATION. AND HER GOAL  
6 IS TO ESTABLISH AND FACILITATE A NONPROFIT ORGANIZATION THAT  
7 WILL OFFER PERFORMING AND VISUAL ARTS TRAINING, ALONG WITH  
8 TUTORING AND COUNSELING SERVICES TO DISADVANTAGED YOUTH. AND  
9 PRINCESS MICHELLE LOUISE VAN WICK ATTENDS LA CA ADA HIGH  
10 SCHOOL AND RESIDES IN LA CA ADA. A MEMBER OF THE NATIONAL  
11 HONOR SOCIETY AND THE VARSITY SONG SQUAD AT HER SCHOOL. SHE  
12 SERVES AS A NATIONAL CHARITY LEAGUE SENIOR CLASS PRESIDENT,  
13 ACTIVELY INVOLVED IN GIRLS SCOUTS WHERE SHE COMPLETED THE  
14 BRONZE, SILVER AND GOLD AWARDS AND HAS ACHIEVED LEADERSHIP  
15 AWARDS. SHE'S DANCED BALLET SINCE THE AGE OF THREE, HOPES TO  
16 STUDY COMMUNICATIONS, AND ENJOY DANCING ART AND GOING TO THE--  
17 AND SHE ENJOYS GOING TO THE BEACH. HER PARENTS, AS I SAID,  
18 THEY RESIDE IN LA CA ADA. TRAGICALLY THIS YEAR'S PRESIDENT,  
19 GARY DISANO PASSED AWAY AT THE AGE OF 62 ON SEPTEMBER 20TH,  
20 BUT HE HAD CHOSEN THE THEME 2010, "A CUT ABOVE THE REST" FOR  
21 THE THEME OF THIS YEAR JANUARY 1ST, 2010 ROSE PARADE. HE SAID  
22 "THE TOURNAMENT STRIVES TO PUT A PARADE AND GAME TOGETHER  
23 EVERY YEAR WHICH ARE BETTER THAN THE LAST AND WE LOOK FORWARD  
24 TO EXCITING PASADENA AND THE WORLD ONCE AGAIN WITH OUR  
25 SPECTACLE." GARY WAS BORN IN LOS ANGELES AND ATTENDED LASALLE



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1 HIGH SCHOOL IN PASADENA. HE EARNED HIS DEGREE IN MARKETING  
2 FROM THE UNIVERSITY OF SOUTHERN CALIFORNIA AND HAD COMPLETED  
3 THE PROGRAM FOR MANAGEMENT DEVELOPMENT AT HARVARD BUSINESS  
4 SCHOOL. PROFESSIONALLY HE WAS THE DIRECTOR OF HEAVY DUTY  
5 PURCHASING FOR CENTURY WHEEL AND RIM IN MONTEBELLO, CALIFORNIA  
6 AND R.G.G.L. CORPORATION IN NEWPORT BEACH. HE IS SURVIVED BY  
7 HIS WIFE SABINA AND HIS THREE CHILDREN, CHRISTINA, STEPHANIE  
8 AND DOMINIC. GARY HAS BEEN A VOLUNTEER WITH THE PASADENA  
9 TOURNAMENT GOING BACK TO 1972. THE TOURNAMENT WAS A GREAT LOVE  
10 OF HIS LIFE AND HE DEDICATED MORE THAN 35 YEARS OF SERVICE. HE  
11 SERVED ON AND CHAIRED VARIOUS COMMITTEES, INCLUDING COMMUNITY  
12 RELATIONS, ONE THAT I HAVE SERVED ON, FORMATION AREA FOOTBALL  
13 FLOAT ENTRIES, SPECIAL EVENTS AND TOURNAMENT ENTRIES, AMONG  
14 OTHERS. HE HAD BEEN ELECTED TO THE TOURNAMENT EXECUTIVE  
15 COMMITTEE IN 2010, AND ALEX AJANIAN IS HERE TO REPRESENT THE  
16 TOURNAMENT OF ROSES RIGHT NOW. LET ME GIVE THIS. [APPLAUSE.]  
17 LET US HAVE THE QUEEN SAY A FEW WORDS.

18

19 **NATALIE INNOCENZI:** HELLO. I'M QUEEN NATALIE AND I'M A VERY  
20 PROUD MEMBER OF THE 2010 ROYAL COURT. I WOULD FIRST LIKE TO  
21 THANK YOU FOR THE PLAQUES. THEY'RE VERY PRETTY AND WE'RE VERY  
22 HONORED TO BE HERE. THE ROYAL COURT WILL ATTEND OVER 150  
23 EVENTS RANGING FROM EATING HOTDOGS AT PINGS HOTDOGS, TO GOING  
24 TO THE U.S.C. CANCER CENTER IN THE CITY OF HOPE AND MANY OTHER  
25 COMMUNITY EVENTS. WE ALL ARE INDIVIDUALS, BUT WE COME TOGETHER



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1 TO GIVE BACK TO OUR COMMUNITY BECAUSE IT HAS GIVEN US SO MUCH.  
2 AND WE WILL BE ENDING THE YEAR WITH THE RIDE DOWN COLORADO  
3 BOULEVARD IN THE 121ST ROSE PARADE. AND THE GRAND MARSHAL THIS  
4 YEAR IS CAPTAIN CHESLEY SULLENBERGER WHO TRULY EMBODIES THE  
5 THEME, A CUT ABOVE THE REST. AND I BELIEVE THAT EACH MEMBER OF  
6 THE 2010 ROYAL COURT ALSO EMBODY THIS THEME. THANK YOU FOR  
7 HAVING US. [APPLAUSE.] [APPLAUSE.]

8

9 **SUP. KNABE, CHAIRMAN:** ALL RIGHT. DO YOU HAVE ANYTHING ELSE,  
10 MIKE?

11

12 **SUP. ANTONOVICH:** WRAPPING UP IS LITTLE STEWART WHO IS A  
13 TERRIER MIX, HE IS THREE YEARS OLD. HE'S LOOKING FOR A LITTLE  
14 HOME. HE'S GOT A BEAUTIFUL, BEAUTIFUL LITTLE JACKET ON HERE, A  
15 LITTLE SWEATER. HE'S READY FOR THE ROSE PARADE BECAUSE HE  
16 HEARD THE BEAUTIFUL WOMEN FROM THE TOURNAMENT OF ROSES ARE  
17 HERE, AND HE'D LIKE TO RIDE ON THE FLOAT, BUT HE MIGHT BE ABLE  
18 TO WATCH IF SOMEBODY LOVING WOULD ADOPT HIM BY CALLING (562)  
19 728-4644. HE CAN WATCH EITHER AT THE PARADE OR AT HOME WHEN HE  
20 SEES THE BEAUTIFUL PARADE AND WONDERFUL FOOTBALL GAME THAT  
21 DAY. SO THIS IS LITTLE STEWART, A-4060822M AND HE'S LOOKING  
22 FOR A HOME. ONLY THREE YEARS OLD BUT HE'S A NICE, NICE HUSKY  
23 LITTLE BOY. SAYING "WHAT THE HECK AM I DOING HERE?"  
24 [LAUGHTER.]

25





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1    **SUP. KNABE, CHAIRMAN:** OKAY. SUPERVISOR MOLINA?

2

3    **SUP. MOLINA:** THANK YOU, SIR. I'M HONORED THIS MORNING TO HONOR  
4    AN UNBELIEVABLE GROUP OF PERFORMERS AND WRITERS AND JUST AN  
5    UNBELIEVABLE TALENT IN OUR COMMUNITY. THEY ARE TODAY THIS YEAR  
6    CELEBRATING 25 YEARS OF PERFORMANCE IN PROVIDING UNBELIEVABLE  
7    ENTERTAINMENT TO ALL OF US. THEY ARE RICARDO SALINAS, HERBERT  
8    SIGUENZA, AND OF COURSE RICHARD MONTOYA WHO IS UNDER THE  
9    WEATHER AND COULDN'T JOIN US TODAY. BUT THEY ARE BETTER KNOWN  
10   AS CULTURE CLASH IN OUR COMMUNITY, A RENOWNED COMEDY TROUPE.  
11   SO THEY ARE TERRIFIC. [APPLAUSE.] ALSO JOINING US THIS MORNING  
12   IS WE HAVE OUR MUSIC CENTER C.E.O. MR. ROUNDTREE. STEVEN  
13   ROUNDTREE IS HERE. AS WELL AS ARTISTIC DIRECTOR MICHAEL  
14   RICHIE, THE CENTER GROUP MANAGING DIRECTOR, AS WELL. ANYWAY, I  
15   THINK THE VERY FIRST TIME THAT I SAW CULTURE CLASH WAS MAYBE  
16   SHORTLY THERE AFTER THEIR FOUNDING I'M NOT SURE IS IN A BOWL  
17   OF BEANS. IT WAS JUST AMAZING. ALL OF US WERE JUST SO AMAZED  
18   BY NOT ONLY THE PERFORMANCE, THE WRITING, THE CLEVERNESS AND  
19   THE CREATIVITY THAT WENT WITH IT, BUT THEY STARTED OUT IN MAY  
20   OF 1984 IN SAN FRANCISCO AND REALLY OVER THE LAST 25 YEARS AND  
21   HAVE BECOME NATIONALLY RECOGNIZED FOR THEIR UNBELIEVABLE  
22   PERFORMANCES AND CERTAINLY HOW THEY REFLECT THE WHOLE LATINO  
23   EXPERIENCE. THEIR WIDE RANGING WORK CONTINUES TO ENCOMPASS  
24   SOCIAL, CULTURAL VALUES THROUGH A UNIQUE AND HUMOROUS LENS.  
25   THE ENSEMBLE'S NUMEROUS SUCCESSFUL PRODUCTIONS INCLUDE THE



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1 MISSION, A BOWL OF BEANS, RADIO MAMBO, CHAVEZ RAVINE, WATER  
2 AND POWER AS WELL AS SO MANY OTHERS. THEY HAVE ALSO WROTE,  
3 STARRED IN AND PRODUCED THE FIRST LATINO CHICANO TELEVISION  
4 SKETCH COMEDY SHOW FOR FOX TELEVISION. IT WAS CONSIDERED A  
5 HISTORIC MILESTONE. I THINK I HAD ONE OF MY FIRST TELEVISION  
6 EXPERIENCES THERE. IT WAS VERY SCARY, I MUST TELL YOU. THESE  
7 GUYS ARE REAL PROS. THE GROUPS' TWO WORLD PREMIERS THIS YEAR  
8 INCLUDE THE PRODUCTION OF PEACE AT THE GETTY VILLA HERE IN  
9 MALIBU AND OF COURSE THE PRODUCTION IS UPCOMING SOON, WHICH IS  
10 CALLED PALESTINE, NEW MEXICO HERE AT OUR OWN MARK TAPER FORUM.  
11 ALSO A FEW WEEKS AGO AT U.C.L.A., THEY CELEBRATED 25 YEARS.  
12 THEY HAD AN OUTSTANDING EVENT AND PEOPLE ATTENDED FROM ALL  
13 OVER AND EVERYONE TALKED ABOUT THE WONDERFUL WORK THAT THEY  
14 DID. IN PARTICULAR BESIDES THEIR TALENT, THEIR CREATIVITY AND  
15 WONDERFUL ENTERTAINERS THEY ARE, ABOUT THEIR CONSTANT  
16 CONTRIBUTIONS TO PHILANTHROPIES THROUGHOUT THE COMMUNITY. THEY  
17 HAVE ALWAYS TAKEN THE TIME TO DONATE THEIR TIME, THEIR EFFORT  
18 TO VERY WORTHY NONPROFITS THROUGHOUT THE COMMUNITY, INCLUDING  
19 PLAZA DE LA RAZA, PARA LOS NI OS, HOME- BOY INDUSTRIES, BIG  
20 BROTHERS OF AMERICA, THE UNITED FARM WORKERS AND MANY, MANY  
21 MORE. SO BESIDES BEING SO TALENTED AND CONTRIBUTING SO MUCH TO  
22 OUR COMMUNITY, THEY ALSO CONTRIBUTE TO MANY OF THE NONPROFITS.  
23 SO I'M VERY, VERY PROUD TO MAKE THIS PRESENTATION TO THEM. I  
24 THINK IT IS VERY DESERVING. 25 YEARS OF STAYING TOGETHER,  
25 WORKING TOGETHER AND CONTINUING TO BE UNBELIEVABLY TALENTED.



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1 JUST ALL OF US ARE INSPIRED. EVERY TIME THERE IS ONE OF THEIR  
2 PLAYS THAT ARE OPENING UP, ALL OF US GET TOGETHER AND FIGURE  
3 OUT WHAT DAY ARE WE GOING, AND HOW ARE WE GOING TO GET THERE,  
4 AND MANY TICKETS SHOULD WE GET AND SO ON. SO WE'RE ALWAYS  
5 INSPIRED BY ALL OF THEM, WHICH I THINK IS A GOOD THING. SO  
6 BEFORE I MAKE THE PRESENTATION, LET ME ASK MICHAEL RICHIE TO  
7 COME UP AND JOIN US AND SHARE A FEW WORDS IF YOU WOULD.

8

9 **MICHAEL RICHIE:** THANK YOU. ALL OF US IN THE THEATER GROUP  
10 WOULD LIKE TO CLAIM SOLE OWNERSHIP FOR THE TALENTS OF CULTURE  
11 CLASH. WE'VE HAD TO SHARE THEM WITH THE REST OF AMERICA FOR  
12 THE PAST 25 YEARS, AND THAT HAS BEEN TO THE BETTERMENT OF ALL.  
13 HOWEVER, ONE THING WE CAN AND WILL CLAIM IS TO BE THE PREMIER  
14 THEATER IN AMERICA TO HAVE BEEN A SHOWCASE FOR THOSE TALENTS.  
15 THE CENTER THEATER GROUP AND ITS AUDIENCES HAVE BEEN BLESSED  
16 TO HAVE HOSTED MULTIPLE CULTURE CLASH PRODUCTIONS OVER THE  
17 YEARS, INCLUDING CARPET CLASH, CHAVEZ RAVINE, WATER AND POWER  
18 AND THE CURRENT PALESTINE NEW MEXICO. BUY YOUR TICKETS NOW. SO  
19 FOR ALL OF OUR FRIENDS OVER AT THE MUSIC CENTER AND ON BEHALF  
20 OF THE CENTER THEATER GROUP, WE JOIN IN CELEBRATING HERBERT,  
21 RICK AND RICHARD ON 25 GLORIOUS YEARS OF ENTERTAINMENT AND  
22 POLITICAL AND THEATRICAL ACTIVISM. AS GLORIA SAID, WE HAVE  
23 RICK AND HERBERT WITH US TODAY. RICHARD IS HOME SICK. FOR  
24 ANYONE WHO KNOWS RICHARD AT ALL, FOR HIM TO MISS AN  
25 OPPORTUNITY TO BE PUBLICLY PRAISED, HE HAS TO BE PRETTY SICK



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1 INDEED. [LAUGHTER.] AND NOW I WILL SAY IN MY TWO YEARS OF HIGH  
2 SCHOOL SPANISH, USTED PUEDE SEGUER A GRAZIA AL MUNDO CON SU  
3 TALENTO MAY WE CONTINUE TO BE BLESSED BY YOUR TALENT.  
4 [APPLAUSE.]

5

6 **SUP. MOLINA:** LET ME JUST SHARE A LITTLE BIT. I WAS GOING  
7 THROUGH THE PROGRAM, THIS WONDERFUL PROGRAM, WHICH THANK YOU  
8 FOR A COPY OF. I DIDN'T GET WHEN I WENT TO... SOMETHING THAT  
9 WAS SAID BY TOM HANKS, ABOUT THESE GUYS BECAUSE THEY ARE  
10 PRETTY TERRIFIC. IT SAYS, "YOU GUYS ARE HEROES AND GENIUSES,  
11 CLOWNS AND DRAMATISTS. MY WIFE RITA WILSON AND I SAW YOU AT  
12 PEACE AT THE GETTY LAST FRIDAY NIGHT AND STILL HAVE IMAGES OF  
13 YOUR PERFORMANCE RIPPING THROUGH OUR HEADS. YEP. YOU  
14 ENTERTAINED US AND YOU TOSSED A COUPLE OF BOMBS, TOO. NOISY  
15 THINGS THAT DID JUST THE RIGHT WITH THE RIGHT AMOUNT OF  
16 COLLATERAL, CULTURAL DAMAGE. I AM YOUR ADMIRER OF YOUR WORK.  
17 FROM NOW ON, I HOPE WE RUN INTO EACH OTHER." I THINK THAT SO  
18 MANY PEOPLE HAVE ACKNOWLEDGED YOUR TALENT AND YOUR CREATIVITY  
19 AND WE WANT TO WISH YOU HAPPY 25TH ANNIVERSARY. BUT MORE  
20 IMPORTANTLY, LET'S CONTINUE FOR ANOTHER 25 YEARS, RIGHT? SO  
21 I'D LIKE TO MAKE A PRESENTATION FIRST TO RICK.  
22 CONGRATULATIONS, SIR. IT'S AN HONOR TO HAVE YOU HERE. CAN I  
23 TRUST YOU TO GIVE THIS TO RICHARD? LET ME GIVE YOU YOURS.  
24 WOULD YOU JOIN ME IN THANKING THIS WONDERFUL AND TREMENDOUS  
25 GROUP? DO YOU GUYS WANT TO SHARE ANYTHING?



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1

**SPEAKER:** I JUST WANT TO THANK GLORIA. YOU'VE BEEN SUCH A BIG FAN. YOU DO GO OUT THERE AND CATCH OUR SHOWS. WE REALLY FEEL PROUD TO NOW BE PART OF LOS ANGELES. WE'VE BEEN HERE SINCE 1991. STARTED OUT IN THE BAY AREA. 25 YEARS AGO WE WERE 10 YEARS OLD WHEN WE STARTED. BUT I ALWAYS LIKE COMING TO THESE EVENTS BECAUSE IT'S ONE OF THE FEW TIMES WE GET TO BE ON TELEVISION AGAIN AND IT'S ONE OF THE ONLY PLACES THAT YOU SEE POSITIVE PORTRAYALS OF LATINOS ON TELEVISION. SO WE REALLY OWE IT TO YOU, GLORIA. BUT THANKS SO MUCH. WE ARE VERY HONORED TO GET THIS. AND WE WILL CONTINUE, GLORIA, BECAUSE THAT IS OUR JOB, TAKING HISTORY, TELLING THE STORIES AND ENTERTAINING THE MASSES HERE IN LOS ANGELES. THANK YOU. [APPLAUSE.]

14

**SUP. KNABE, CHAIRMAN:** ARE YOU READY? ALL RIGHT. SUPERVISOR RIDLEY-THOMAS, YOU ARE UP FIRST.

17

**SUP. RIDLEY-THOMAS:** THANK YOU VERY MUCH, MR. CHAIRMAN AND COLLEAGUES. I BEGIN WITH THE ADJOURNING MOTIONS FOR TODAY. FIRST, AVERY CLAYTON, LONGTIME CULVER CITY RESIDENT, PASSED AWAY ON THANKSGIVING DAY. MR. CLAYTON WAS THE SON OF THE LATE MAMIE CLAYTON, RENOWNED AFRICAN-AMERICAN HISTORIAN. HE WAS BORN IN 1947 IN THE CITY OF LOS ANGELES AND SERVED IN THE UNITED STATES ARMY DURING THE VIETNAM WAR. HE STUDIED AT LOS ANGELES CITY COLLEGE UPON HIS RETURN IN 1967. GRADUATED FROM



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1 THE UNIVERSITY OF CALIFORNIA AT LOS ANGELES WITH A BACHELOR'S  
2 DEGREE IN ART. HE TAUGHT IN PUBLIC SCHOOLS IN THE MID '80S AND  
3 SERVED AS A GUIDANCE COUNSELOR. HE ALSO PAINTED, PRODUCED PEN  
4 AND INK DRAWINGS AND DISTRIBUTED HIS OWN GREETING CARDS  
5 THROUGHOUT THE SOUTHLAND AND BEYOND. HE HAD A KIDNEY  
6 TRANSPLANT IN 1999 AND SHORTLY THEREAFTER DECIDED TO DEVOTE  
7 HIMSELF TO HIS MOTHER'S COLLECTION OF AFRICAN-AMERICAN  
8 HISTORICAL ITEMS. HE WAS COMMITTED TO OPENING THE MAMIE A.  
9 CLAYTON LIBRARY AND MUSEUM AND SPENT THE LAST THREE YEARS  
10 RAISING FUNDS TO OPEN THE LIBRARY AND MUSEUM TO THE PUBLIC IN  
11 2010 AND 2011 WAS HIS HOPE. AVERY WILL BE REMEMBERED FOR HIS  
12 DESIRE TO REACH EVERYONE AND TO PASS HERITAGE ON TO FUTURE  
13 GENERATIONS. HE LEAVES TO CHERISH HIS MEMORY HIS BROTHERS,  
14 RENAI, LLOYD AND A HOST OF FRIENDS AND LOVED ONES, AMONG WHOM  
15 I COUNT MYSELF. SECONDLY, MR. CHAIRMAN AND COLLEAGUES, ELLEN  
16 MOORE, LONG- TIME RESIDENT OF LOS ANGELES WHO PASSED ON  
17 NOVEMBER THE 19TH, BORN IN 1932 IN VENICE, ILLINOIS. SHE  
18 GRADUATED FROM HER LOCAL HIGH SCHOOL IN SPRINGFIELD. SHE  
19 WORKED IN MANY RETAIL STORES FROM 1960 UNTIL 1988 AND THEN  
20 WORKED AS A BOOKKEEPER UNTIL THE END OF HER CAREER, FIRST FOR  
21 HODGES AND HAMMOND, C.P.A.S AND SUBSEQUENTLY FOR THE MARCUS  
22 GARVEY SCHOOLS IN LOS ANGELES. SHE WILL BE REMEMBERED FOR HER  
23 LOVE OF BAKING, READING, DECORATING AND HELPING PEOPLE. SHE  
24 LEAVES TO CHERISH HER MEMORY HER CHILDREN, PAUL, DENNIS,  
25 ANNETTE AND HER SIBLINGS ROBERT, MARGARET AND PEARL, 10





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1 GRANDCHILDREN, FOUR GREAT GRANDCHILDREN AND A HOST OF OTHER  
2 RELATIVES AND FRIENDS. AND, FINALLY, RALPH EUGENE MOORE, A  
3 LONGTIME RESIDENT OF THE SECOND DISTRICT WHO PASSED ON  
4 NOVEMBER THE 14TH. MR. MOORE WAS BORN IN 1939 IN OKLAHOMA  
5 CITY, OKLAHOMA. HE GRADUATED FROM CENTRAL HIGH SCHOOL AND  
6 SHORTLY THERE AFTER ENLISTED IN THE UNITED STATES AIR FORCE.  
7 HE RELOCATED TO LOS ANGELES IN 1961 AND WORKED AS A PROMOTER  
8 FOR WARNER BROTHERS UNTIL 1968 WHEN THEY BEGAN WORK AS A  
9 PIPEFITTER WITH TODD SHIPYARDS. HE WILL BE REMEMBERED FOR HIS  
10 PROFOUND RESPECT FOR NATURE AND THE KINDNESS, LOVE AND GOOD  
11 WILL HE EXTENDED TO EACH PERSON HE MET. HE LEAVES TO CHERISH  
12 HIS MEMORY HIS WIFE MARY, HIS MOTHER, DOROTHY MAE, HIS  
13 DAUGHTER TARA, HIS GRANDDAUGHTER, KENNEDY, AND A HOST OF  
14 OTHERS WHO ARE FRIENDS AND RELATIVES. THAT CONCLUDES MY  
15 ADJOURNING MOTIONS, MR. CHAIRMAN, AND I THANK YOU FOR THAT.  
16 I'D LIKE TO CALL THE FOLLOWING ITEMS FORWARD AS THEY HAVE BEEN  
17 HELD. I BEGIN WITH ITEM NO. 2, MR. CHAIRMAN, IF WE ARE IN  
18 ORDER. YOU RECALL AT OUR MEETING A FEW WEEKS AGO, WE DISCUSSED  
19 THE ISSUE OF LEGISLATIVE ADVOCACY AND SUPPORT FOR THE  
20 TRANSPORTATION AGENDA THAT ALL OF US HAVE EMBRACED AS MEMBERS  
21 OF THE METROPOLITAN TRANSIT TRANSPORTATION AUTHORITY, THAT IS  
22 THE LONG-RANGE TRANSPORTATION PLAN. TO THE EXTENT THAT WE CAN  
23 HAVE THE COUNTY'S LEGISLATIVE ADVOCATES' SUPPORT, THE  
24 PRIORITIES THAT WERE ESTABLISHED BY THE M.T.A., THIS IS THE  
25 MOTION THAT ESSENTIALLY UPDATES AND/OR AMENDS THE MATTER THAT



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1 WE DISCUSSED AT THAT TIME. AND SO IT CALLS ON OUR LEGISLATIVE  
2 ADVOCATES TO SUPPORT THE PRIORITIES OF THE L.R.T.P. AS  
3 ARTICULATED BOTH IN TERMS OF THE NON-NEW STARTS FUNDS AS WELL  
4 AS THE NEW STARTS FUNDS. SO IT ESSENTIALLY DIRECTS THE CHIEF  
5 EXECUTIVE OFFICER AND THE FEDERAL ADVOCACY OFFICE TO WORK WITH  
6 METRO RELATIONS STAFF TO PURSUE FEDERAL FUNDING CONSISTENT  
7 WITH THE PRIORITIES OF THE L.R.T.P. I THINK THAT CAPTURES THE  
8 CONCERNS THAT WERE RAISED; AND IF IT'S IN ORDER, MR. CHAIRMAN,  
9 I THINK THIS MOVES FORWARD. THESE PROJECTS CONSISTENT WITH  
10 MEASURE R, CONSISTENT WITH THE WORK THAT NEEDS TO BE DONE ON  
11 THE MATTER OF THE CRENSHAW AT L.A.X., THE FOOTHILL SUBWAY AS  
12 WELL AS THE REGIONAL CONNECT OR, ALL OF THEM THEN WOULD  
13 RECEIVE THE SUPPORT DEEMED APPROPRIATE, I WOULD SO MOVE.

14

15 **SUP. KNABE, CHAIRMAN:** OKAY. IT'S BEEN MOVED AND SECONDED.  
16 YEAH, I THINK WELL MY CONCERN ON THE ORIGINAL MOTION WAS WHILE  
17 I SUPPORT THE CRENSHAW CORRIDOR, THAT REGIONAL CONNECTER WAS  
18 LEFT OUT AS WELL AS THE GREEN LINE EXTENSION AND SOME OF THE  
19 OTHERS. AND WE'RE TRULY TRYING TO MAKE THIS A REGIONAL PIECE  
20 HERE. SO I THINK YOUR MOTION CLARIFIES ALL THAT. SO IT'S BEEN  
21 MOVED BY SUPERVISOR RIDLEY-THOMAS. SECONDED BY SUPERVISOR  
22 YAROSLAVSKY. WE DO HAVE A COUPLE OF SPEAKERS. ARNOLD SACHS AND  
23 DANIEL GARCIA.

24

25 **ARNOLD SACHS:** GOOD MORNING, BOARD. WELCOME BACK.



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1

2 **SUP. KNABE, CHAIRMAN:** YOU WEREN'T HERE LAST WEEK, WHERE WERE  
3 YOU COMING BACK FROM?

4

5 **ARNOLD SACHS:** YOUR THANKSGIVING HOLIDAYS. YOU ALL MADE IT  
6 BACK. AS SUPERVISORS, WE WON'T GO INTO THE METRO BOARD.

7

8 **SUP. KNABE, CHAIRMAN:** YOU'RE USING YOUR TIME UP HERE NOW.

9

10 **ARNOLD SACHS:** I WAS JUST WONDERING IF A FUNDING SOURCE-- OR  
11 THE FUNDING SOURCE THAT WAS USED TO CREATE THE EAST SIDE  
12 EXTENSION, SINCE IT WAS A UNIQUE OPERATION BASICALLY BECAUSE  
13 IT DIDN'T INVOLVE A CONSTRUCTION AUTHORITY. AND SO FAR I HEAR  
14 OF NO CONSTRUCTION AUTHORITY FOR THE CRENSHAW L.A.X. LINE OR  
15 THE DOWNTOWN CONNECTOR OR THE MID- DOWNTOWN CONNECTOR, WHICH  
16 SCARES ME. SO THAT SOURCE OF FUNDING THAT WAS USED FOR THE  
17 EAST SIDE CONSTRUCTION, THE EAST SIDE EXTENSION, IS THAT  
18 AVAILABLE? IT WAS CREATED WITHOUT, AGAIN LIKE I SAID, NO  
19 CONSTRUCTION AUTHORITY. AND AGAIN, IT WOULD HAVE BEEN SO MUCH  
20 BETTER AND SO MUCH ON A PAR OF OPENNESS IF THE COLOR OF THE  
21 GOLD LINE HADN'T BEEN CHANGED FROM BLUE AND THIS MIDTOWN  
22 CONNECTOR WE ARE TALKING ABOUT, PEOPLE MIGHT HAVE SAID "WELL  
23 WHY ARE YOU BUILDING A LINE FROM UNION STATION TO PASADENA?  
24 WHY DON'T YOU FILL IN THIS GAP BETWEEN THE METRO AND UNION  
25 STATION?" BUT CHANGE THE COLOR, CHANGE THE PROJECT, CHANGE



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1 EVERYTHING, MORE MONEY IS NEEDED. THAT'S A CONCERN BECAUSE THE  
2 SAME PEOPLE WHO CREATED THAT ILLUSION ARE THE SAME PEOPLE WHO  
3 ARE LOOKING TO GET MORE MONEY. THANK YOU.

4

5 **SUP. KNABE, CHAIRMAN:** THANK YOU. MR. GARCIA?

6

7 **DANIEL GARCIA:** OKAY. I AM DANNY GARCIA AND I'M 41 YEARS OLD  
8 TODAY.

9

10 **SUP. KNABE, CHAIRMAN:** HAPPY BIRTHDAY.

11

12 **DANIEL GARCIA:** THANK YOU. AND I AM WONDERING IF IS THE  
13 EXTENSION TO THE CRENSHAW GOING TO BE ACCESSIBLE ALL THE WAY  
14 THROUGH? BECAUSE SEVERAL AREAS THAT ARE ON THE GOLD LINE ARE  
15 NOT-- THEY \_\_\_\_\_ INACCESSIBLE FOR PEOPLE WITH DISABILITIES.  
16 IT DOES COMPLY WITH THE A.D.A., BUT IT DOESN'T COMPLY AS FAR  
17 AS SAFETY MEASUREMENTS BECAUSE THERE IS SOMETHING THAT IS ON  
18 GOLD LINE THAT YOU HAVE TO BE CAREFUL WHEN YOU TURN THE WHEEL  
19 OF THE WHEELCHAIR, ARE GOING TO BE STUCK IN THERE. SO I JUST  
20 WANT TO LET YOU KNOW THAT THIS IS THE SITUATION THAT IS GOING  
21 TO BE HAPPENING. I DON'T KNOW, MAYBE IT'S DONE, IT'S DONE. I'M  
22 HOPING THAT THE MEASURE AND THE BOARD MEMBER WHO SEEK THE  
23 MEASURE ARE SHOWING HOW A BETTER UNDERSTANDING OF SAFETY AND  
24 A.D.A. SO THAT YOU GUYS CAN HAVE MORE SAFETY ISSUES AHEAD OF  
25 YOU. THAT'S WHAT I'M HERE FOR. THAT'S WHY I WANT TO REMIND YOU



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1 THAT SAFETY AND A.D.A. NEED TO BE COMBINED. IT'S NOT ENTIRELY  
2 SEPARATELY, A.D.A. AND SAFETY \_\_\_\_\_ SEPARATE. THAT'S MY  
3 REMARK FOR TODAY. THANK YOU.

4

5 **SUP. KNABE, CHAIRMAN:** THANK YOU VERY MUCH. HAVE A NICE  
6 BIRTHDAY. AND AS YOU KNOW, THE FEDERAL GUIDELINES FOR ALL  
7 THESE CONSTRUCTION PROJECTS ARE MANDATED FOR A.D.A., SO WE  
8 APPRECIATE YOUR ADVOCACY AND CONTINUING TO KEEP US AWARE OF  
9 THAT. THANK YOU, DANIEL. HAVE A NICE BIRTHDAY.

10

11 **DANIEL GARCIA:** THANK YOU.

12

13 **SUP. KNABE, CHAIRMAN:** IT'S BEEN MOVED AND SECONDED. ANY  
14 FURTHER DISCUSSION? ANY OBJECTION? SO ORDERED.

15

16 **SUP. RIDLEY-THOMAS:** THANK YOU, MR. CHAIRMAN. I WILL THEN MOVE  
17 TO THE NEXT ITEM, WHICH IS ITEM NO. 3. THIS MOTION ADDRESSES  
18 THE OPENING OF THE NEW MARTIN LUTHER KING HOSPITAL. THE ITEM  
19 IS BEING CIRCULATED FOR YOUR REVIEW. WE CALLED FOR THE  
20 RATIFICATION OF THE ACTION TAKEN BY THE UNIVERSITY OF  
21 CALIFORNIA REGENTS ON THE 19TH OF THIS MONTH, A HISTORIC DAY  
22 IN THE COUNTY OF LOS ANGELES AS WELL AS IN THE STATE OF  
23 CALIFORNIA, A HIGH MOMENT FOR ALL OF US. I WANT TO SALUTE THE  
24 ENTIRETY OF THE BOARD FOR ITS WORK IN MAKING IT A PRIORITY FOR  
25 THE PAST YEAR IN PARTICULAR. WE TAKE NOTE OF THE FACT THAT THE



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1 BOARD SENT TO THE REGENTS SEVERAL MONTHS AGO AS EARLY AS  
2 SEPTEMBER, A GESTURE THAT SAID WE ARE READY TO PARTNER. THE  
3 REGENT RESPONDED IN NOVEMBER BY A UNANIMOUS VOTE. WE SEEK A  
4 UNANIMOUS VOTE TODAY TO DO LIKEWISE SO THAT THE WORK CAN  
5 COMMENCE. MAY I CALL YOUR ATTENTION TO THE DOCUMENT  
6 DISTRIBUTED AND THE ACTIONS OF THE BOARD, IN PARTICULAR NUMBER  
7 TWO, WHICH HIGHLIGHTS THE DELEGATION OF AUTHORITY TO THE  
8 C.E.O. WAS DONE, IN MY VIEW, AN EXCEPTIONAL JOB BRINGING OUR  
9 ISSUES TO THE TABLE AND CAUSING THE INTEREST OF THE COUNTY TO  
10 BE WELL-REPRESENTED AS WELL AS PROTECTED WITH THE EYE TOWARD  
11 MAXIMIZING THE QUALITY OF SERVICES TO THE CONSTITUENTS OF THE  
12 SOUTHEAST PORTION OF OUR DISTRICT. SO I THINK WE OWE OUR  
13 C.E.O. ACKNOWLEDGMENT IN THAT CONNECTION. HAVING SAID THAT, WE  
14 WISH FOR HIM TO NEGOTIATE THE COMPLETION OF THESE TERMS  
15 SUBJECT TO THE APPROVAL OF THE BOARD ITSELF. AND SO WE MAKE  
16 THAT PARTICULAR NOTE AND LOCATE IT AT POINT NUMBER 2 ON THE  
17 "THEREFORE" SECTION OF THE MOTION. I ALSO WISH TO CALL TO YOUR  
18 ATTENTION ITEM 3-F, WHICH WOULD MEAN THAT WE WOULD PROVIDE  
19 REPORTS TO THE BOARD ON KEY PROJECT MILESTONES AND ANTICIPATED  
20 COSTS AS DEEMED APPROPRIATE. AND WE WOULD SEE THAT HAPPENING  
21 AS FREQUENTLY AS ON A QUARTERLY BASIS, IF NOT MORE OFTEN THAN  
22 THAT AS DEEMED APPROPRIATE BY THE CHIEF EXECUTIVE OFFICER. MR.  
23 CHAIRMAN AND COLLEAGUES, THIS IS A CRITICALLY IMPORTANT TIME  
24 FOR US TO ENGAGE IN THIS MATTER. WE THANK THE ENTIRETY OF THE  
25 STAFF WHO STAND RESOLUTE IN OUR VERY PRESENCE FROM THE





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1 C.E.O.'S OFFICE, THE DEPARTMENT OF HEALTH SERVICES TO THE  
2 DEPARTMENT OF PUBLIC HEALTH, TO COUNTY COUNSEL TO PUBLIC  
3 WORKS, AND IF I'VE DISPLAYED ANY LACKING IN MY APTITUDE OF  
4 LEARNING OF THE RESPECTIVE DEPARTMENTS, CHARGE IT TO MY HEAD,  
5 NOT TO MY HEART. I SIMPLY WANT TO SAY THANK YOU TO ALL OF YOU  
6 FOR THE WORK THAT YOU'VE DONE UP TO THIS POINT. AND WITH THAT,  
7 THIS COULD BE AN APPROPRIATE WAY FOR US TO MOVE FORWARD. MR.  
8 CHAIRMAN, I TURN IT BACK TO YOU FOR YOUR CONSIDERATION.

9

10 **SUP. KNABE, CHAIRMAN:** THANK YOU, SUPERVISOR RIDLEY-THOMAS. I  
11 WOULD BE HONORED TO SECOND THE MOTION ON THE ACTIONS BEFORE  
12 US. AS I SAID IN PART OF MY CLOSING TESTIMONY IN FRONT OF THE  
13 BOARD OF REGENTS, IT WAS A VERY EMOTIONAL MOMENT FOR ME  
14 BECAUSE THE LAST TIME THAT I WAS CHAIR, UNFORTUNATELY, I HAD  
15 TO CHAIR THE MEETING WHERE WE CLOSED THE TRAUMA CENTER AT  
16 M.L.K., WHICH SORT OF WAS THE BEGINNING OF THE END OUT THERE.  
17 AND TO BE ABLE TO BE A PART A FEW YEARS LATER TO STILL BEING  
18 CHAIR THIS TIME, TO BE ABLE TO BE A PART OF THAT HISTORIC  
19 MOMENT THE OTHER DAY IN FRONT OF THE REGENTS WHERE WE  
20 RECEIVED, AS SUPERVISOR RIDLEY-THOMAS MENTIONED, A UNANIMOUS  
21 VOTE, WAS A DISTINCT HONOR FOR ME ALSO A VERY EMOTIONAL  
22 MOMENT. WE HAVE THIS ACTION BEFORE US. THERE HAS BEEN A LOT OF  
23 HARD WORK. I'M GOING TO ASK OUR C.E.O. FOR A COUPLE OF  
24 COMMENTS, AS WELL, TOO. BILL?

25



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1   **C.E.O. FUJIOKA:** THANK YOU VERY MUCH. I ASKED THE KING TEAM TO  
2   COME FORWARD, EVEN THOUGH--

3

4   **SUP. RIDLEY-THOMAS:** THE KING TEAM.

5

6   **C.E.O. FUJIOKA:** I APPRECIATE THE RECOGNITION. THE INDIVIDUALS  
7   THAT ARE STANDING HERE DID THE WORK. IT'S REAL IMPORTANT FOR  
8   PEOPLE TO RECOGNIZE. [APPLAUSE.] WITHOUT IDENTIFYING THESE IN  
9   ORDER OF IMPORTANCE, I WANT TO HIGHLIGHT A NUMBER OF FOLKS. WE  
10   HAVE JONATHAN FREEMAN WHO HELPED US, WHO HAS BEEN WITH US FROM  
11   THE VERY BEGINNING. HE UNDERSTANDS OUR FINANCING. HE HAS A  
12   UNIQUE KNOWLEDGE OF HEALTH SERVICES. IT DOES TAKE AND WILL  
13   TAKE TO REOPEN THIS HOSPITAL, BUT ALLEN WECKER HERE, OUR CHIEF  
14   FINANCE OFFICER WORKING WITH SANTIAGO MU OZ IN THE U.C.  
15   ADMINISTRATION, PUT TOGETHER A FINANCING STRUCTURE THAT WILL  
16   MAKE THIS HOSPITAL WORK. IT'S THROUGH THEIR COLLECTIVE GENIUS  
17   THAT REALLY IS DRIVING THE SUCCESS OF THIS PROGRAM. BUT WE  
18   HAVE OTHER MEMBERS FROM HEALTH SERVICES, FROM JOHN SCHUNHOFF,  
19   CAROL MEYERS [MEYER], ROBERT SPLAWN, LET ME SEE WHO ELSE I  
20   HAVE HERE, FROM MY OFFICE, SHEILA SHIMA, LAREDO MALDONADO. AND  
21   THEN ON THE CAPITAL SIDE, THERE'S JAN TAKADA, THERE'S SABER  
22   WHITE AND THEN DAVE HOWARD FROM D.W.P. BUT LIKE ANYTHING ELSE,  
23   BECAUSE OF COMPLEXITY, WE HAD COUNTY COUNSEL STANDING RIGHT  
24   NEXT TO US.

25



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1    **SUP. KNABE, CHAIRMAN:** I THINK THAT WAS D.P.W.

2

3    **C.E.O. FUJIOKA:** WHAT DID I SAY?

4

5    **SUP. KNABE, CHAIRMAN:** D.W.P.

6

7    **C.E.O. FUJIOKA:** DID I FALL BACK INTO THE CITY?

8

9    **SUP. KNABE, CHAIRMAN:** I JUST THOUGHT THE FINANCIAL PIECE OF  
10 THIS WORK WAS TO SELL OUT PUBLIC WORKS TO D.W.P.

11

12    **C.E.O. FUJIOKA:** NO, ACTUALLY WE'RE GOING TO TAKE OVER D.W.P. I  
13 SLIPPED. MY ERROR. IT IS DEPARTMENT OF PUBLIC WORKS. BUT ON  
14 THE LEGAL SIDE, THIS IS EXTREME LEGAL COMPLEXITIES RELATED TO  
15 THIS EFFORT. AS WE MOVE FORWARD, THERE WILL BE EVEN MORE. BUT  
16 WITH THE ASSISTANCE OF LEELA KAPUR, ANITA LEE AND ED MORRISY,  
17 THEY HAVE HELPED US AND BEEN WITH US AT EVERY STEP OF THE WAY.  
18 BUT THESE ARE THE FOLKS THAT PUT THIS TOGETHER. IT WAS TRULY A  
19 COLLECTIVE AND A VERY TEAM EFFORT. WE WORKED CLOSELY WITH DR.  
20 STOPPEL AND HIS STAFF. THEY HAVE TO BE RECOGNIZED. WHEN I WENT  
21 TO THE REGENTS' MEETING A FEW WEEKS AGO, I WAS REMISS IN NOT  
22 ALSO RECOGNIZING THE ROLE OF THE STATE, STARTING WITH THE  
23 GOVERNOR HIMSELF. WE MET WITH HIM OVER A YEAR AND A HALF. SOME  
24 OF US WENT TO HIS OFFICE, SAT DOWN WITH HIM, HE COMMITTED HIS  
25 STRONG SUPPORT FOR THIS EFFORT. SUBSEQUENTLY, HE HAS SIGNED OR



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1 ASKED KIM BELSHE, THE SECRETARY FOR HEALTH AND HUMAN SERVICES,  
2 TO WORK WITH US. AND WE LITERALLY HAVE BEEN IN CONTACT WITH  
3 HER AND HER STAFF ON A WEEKLY BASIS. THERE'S A RICHARD  
4 FIGUEROA, THERE'S OTHERS, THERE'S BILLY GREER. I'LL FORGET ALL  
5 THE NAMES. BUT THE STATE AND THE GOVERNOR'S OFFICE HAS BEEN  
6 EXCEPTIONAL ON THEIR SUPPORT ON THIS EFFORT. WE HAVE A REPORT  
7 BEFORE YOU TODAY THAT REFERENCES SEVERAL PRIOR REPORTS. IN OUR  
8 AUGUST 12TH REPORT, WE LAID OUT THE PROPOSAL IN SIGNIFICANT  
9 DETAIL. IT EXPLAINS WHAT WE'RE TRYING TO ACHIEVE WITH THE  
10 U.C., IN OPENING KING. WE'RE NOT GOING TO SAY REOPENING. WE'RE  
11 SAYING, OPENING THE NEW KING HOSPITAL. THERE'S SOME EXCEPTIONS  
12 TO THE REPORT INCLUDE A REFERENCE TO THE PHYSICAL PLAN AND THE  
13 EQUIPMENT THAT WILL BE NEEDED TO OPEN THE NEW KING HOSPITAL,  
14 THE ESTABLISHMENT OF A \$1 MILLION LETTER OF CREDIT, I'M SORRY,  
15 \$100 MILLION LETTER OF CREDIT. I MISSED THOSE ZEROS, LETTER OF  
16 CREDIT. AND THE ESTABLISHMENT OF A THIRD-PARTY PAYING AGENT TO  
17 ENSURE THAT WE MEET OUR FINANCIAL OBLIGATIONS TO SUPPORT THIS  
18 NEW ENDEAVOR. AND IT IS ALSO A REFERENCE TO PHYSICIAN COVERAGE  
19 THAT STATES THAT THE U.C. WILL PROVIDE A NUMBER OF QUALIFIED  
20 U.C. EMPLOYEES TO ACT AS FIRST THE CHIEF MEDICAL OFFICER BUT  
21 ALSO PROVIDE CRITICAL PHYSICIAN SERVICES AT THE FACILITY. IN  
22 THE AGREEMENT, THERE'S ANOTHER REFERENCE TO THE FACT THAT THE  
23 HOSPITAL CODE MAY AND PROBABLY WILL ENTER INTO CONTRACTS WITH  
24 OTHER PHYSICIAN SERVICES OR GROUPS TO PROVIDE SERVICES AT THE  
25 HOSPITAL. WHAT'S IMPORTANT IS THAT THESE INDIVIDUALS WHO GO



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1 THROUGH A CREDENTIALING PROCESS THAT WILL BE CHAIRED BY THE  
2 U.C. TO ENSURE THOSE INDIVIDUALS MEET THE MEDICAL STANDARDS OF  
3 THE UNIVERSITY. WE'RE ASKING FOR YOUR SUPPORT TODAY TO  
4 ESSENTIALLY APPROVE THE CRITICAL TERMS THAT WE'VE NEGOTIATED  
5 WITH THE U.C., CONSISTENT WITH THE MOTION PRESENTED BY  
6 SUPERVISOR RIDLEY-THOMAS. AND THEN ALLOW US TO START THE WORK  
7 THAT HAS TO BE DONE. THIS IS THE BEGINNING OF A SUBSTANTIAL  
8 EFFORT BECAUSE IN PUTTING THE NONPROFIT TOGETHER, BUILDING THE  
9 BUILDING, ESTABLISHING THE BOARD, WORKING WITH THE NEW ENTITY  
10 TO REOPEN THE HOSPITAL WILL TAKE A CONSIDERABLE EFFORT. THAT'S  
11 WHY WE'RE ASKING AND WILL BE COMING BACK TO YOU FOR REQUESTS  
12 FOR FUNDS TO ESTABLISH THE DEDICATED PROJECT TEAM FOR THIS.  
13 WE'RE VERY EXCITED. THIS HAS REPRESENTED OVER A 20-MONTH  
14 EFFORT THAT STARTED WITH AN EDITORIAL IN THE L.A. TIMES AND  
15 NOW WE'RE AT THE POINT WHERE WE CAN MOVE THIS FORWARD AND OPEN  
16 THE NEW KING HOSPITAL. I ASK FOR YOUR SUPPORT.

17  
18 **SUP. KNABE, CHAIRMAN:** THANK YOU. I THINK WE BOTH WOULD ALSO BE  
19 REMISS IF WE DIDN'T MENTION, THIS STARTED WITH AN OP ED PIECE  
20 I THINK YOU'RE REFERRING TO BY SUPERVISOR YAROSLAVSKY. SO WE  
21 WANT TO SAY HATS OFF.

22  
23 **C.E.O. FUJIOKA:** ABSOLUTELY.



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1   **SUP. KNABE, CHAIRMAN:** HE LEFT THE HEAVY WORK TO ALL OF US, BUT  
2   HE CAME UP WITH THE IDEA. NO, IT'S A JOKE, BUT ANYWAY, IT WAS  
3   SUPERVISOR YAROSLAVSKY THAT HAD THE ORIGINAL OP ED PIECE. YES,  
4   DO YOU HAVE A QUESTION?

5

6   **SUP. ANTONOVICH:** MR. CHAIRMAN, I WANT TO PUT IN AN AMENDMENT  
7   RELATIVE TO THE MOTION TO AMEND THE MOTION TO INCLUDE THE  
8   FOLLOWING: A, PROJECTED BUDGETS FOR THE ESTABLISHMENT AND  
9   IMPLEMENTATION OF THE ORGANIZATIONAL STRUCTURE REQUIRING TO  
10   OPERATE THE PRIVATE NONPROFIT ENTITY. 2) ANY CONSTRUCTION  
11   RELATED COSTS ASSOCIATED WITH THE DEMOLITION, PREPARATION,  
12   CONSTRUCTION, OCCUPANCY OF THE NEW HOSPITAL AND M.A.C.C.  
13   FACILITIES, B) ACTUAL EXPENDITURES, ANTICIPATED AND  
14   UNANTICIPATED, ASSOCIATED WITH ALL ASPECTS OF THIS PROJECT. SO  
15   THAT WOULD BE INCLUDED IN THE REPORT. AND THEN, MR. CHAIRMAN,  
16   YOUR REPORT INDICATES THAT A PROJECT TEAM WILL BE ESTABLISHED.  
17   CAN YOU DESCRIBE WHAT THAT INVOLVES? AND HOW MANY STAFF YOU  
18   BELIEVE IT'S GOING TO REQUIRE FOR THAT PROJECT TO BE MANAGED?

19

20   **C.E.O. FUJIOKA:** IT IS OUR INTENT TO COME BACK TO THE BOARD  
21   WITH A VERY SPECIFIC REPORT THAT PROVIDES THAT DETAIL. RIGHT  
22   NOW WE'RE IN THE PROCESS OF SCOPING OUT THE REQUIREMENTS.  
23   WE'RE TALKING TO SOME OUTSIDE ENTITIES WHO HAVE EXPERIENCE  
24   WITH ESTABLISHING HOSPITALS, OR NONPROFITS OF THIS TYPE. WE  
25   DON'T HAVE A DOLLAR AMOUNT AT THIS POINT. BUT THE KEY ELEMENTS





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1 WOULD BE THE DEVELOPMENT OF THE INITIAL AGREEMENT BETWEEN THE  
2 U.C. AND THE COUNTY, BECAUSE WHAT WE'RE ASKING YOU TO APPROVE  
3 TODAY AND WHAT THE U.C. REGENTS APPROVED WERE THE ELEMENTS OF  
4 THAT AGREEMENT. IT'S OUR INTENT TO ACTUALLY BRING BACK THE  
5 AGREEMENT TO YOU FOR APPROVAL. WE NEED STAFF TO FUNCTION IN AN  
6 OVERSIGHT AND COORDINATING CAPACITY FOR THE CAPITAL PROGRAM.  
7 WE ESSENTIALLY HAVE THAT. THAT WILL BE TO THE EXTENT POSSIBLE  
8 WE'RE GOING TO USE INSIDE STAFF FROM NOT ONLY MY OFFICE BUT  
9 ALSO OUR DEPARTMENT OF PUBLIC WORKS. WE HAVE TO WORK WITH  
10 LEGAL COUNSEL TO ESTABLISH THE NONPROFIT AND TO ASSIST IN THE  
11 STARTUP, ESPECIALLY AS WE MOVE FORWARD-- WE, COLLECTIVELY,  
12 THIS BOARD AND THE U.C. BOARD OF REGENTS-- AS WE MOVE FORWARD  
13 TO APPOINT THE MEMBERS OF THAT BOARD, THEY'LL NEED SOME STAFF  
14 ASSISTANCE. THERE WILL BE A SUBSTANTIAL AMOUNT OF WORK  
15 REQUIRED OF THE BOARD MEMBERS FOR THIS NONPROFIT. AND THEN  
16 DEVELOPING THE FRAMEWORK FOR THE OPERATIONAL AGREEMENT, THE  
17 LEASE, INDIGENT CARE AGREEMENTS BETWEEN THE COUNTY AND THE  
18 NONPROFIT AND ALSO THE PHYSICIANS SERVICES AGREEMENT BETWEEN  
19 THE NONPROFIT AND THE U.C. AND SO IT IS OUR INTENT WITH THE  
20 NEXT 30 DAYS TO COME BACK TO YOU WITH THAT LEVEL OF DETAIL.  
21 BUT WE'RE LITERALLY CONTACTING DIFFERENT ENTITIES AND TRYING  
22 TO ESTABLISH EXACTLY WHAT IS NEEDED IN THE VARIOUS AREAS, FROM  
23 CAPITAL TO LEGAL TO THE OPERATIONAL SIDE.  
24



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1   **SUP. ANTONOVICH:** IN ACCORDANCE WITH MY PREVIOUS REQUEST PRIOR  
2   TO FORMAL CONSIDERATION, THE BOARD OUGHT TO BE PROVIDED WITH  
3   ANY DOCUMENTS RELATED TO THE FORMATION OF AND AGREEMENT WITH A  
4   NONPROFIT ENTITY REGARDING THE COUNTY'S FINANCIAL AND LEGAL  
5   OBLIGATIONS.

6

7   **C.E.O. FUJIOKA:** ABSOLUTELY.

8

9   **SUP. RIDLEY-THOMAS:** MR. CHAIRMAN?

10

11   **SUP. KNABE, CHAIRMAN:** YES.

12

13   **SUP. RIDLEY-THOMAS:** GO RIGHT AHEAD.

14

15   **SUP. YAROSLAVSKY:** MR. CHAIRMAN, I ALSO WANT TO COMMEND THE  
16   TEAM. THIS STARTED ABOUT 18 MONTHS AGO, AS YOU INDICATED. I  
17   THINK IN THE SIX, SEVEN MONTHS BEFORE SUPERVISOR RIDLEY-THOMAS  
18   ARRIVED ON THE SCENE, THIS WAS KEPT AFLOAT AND ALIVE BY A  
19   NUMBER OF PEOPLE, C.E.O.'S OFFICE, THE GOVERNOR HIMSELF,  
20   PERSONALLY, HIS ADMINISTRATION AND WAS AN INTERESTING TIME  
21   BECAUSE THE UNIVERSITY OF CALIFORNIA ITSELF WAS GOING THROUGH  
22   A LEADERSHIP CHANGE. FORMER PRESIDENT WAS LEAVING. NEW  
23   PRESIDENT WAS COMING IN. FORMER HEALTH-- VICE PRESIDENT IN  
24   CHARGE OF HEALTH WAS LEAVING, A NEW ONE WAS COMING IN. AND IT  
25   TEETERED AT A NUMBER OF POINTS ALONG THE WAY. BUT THIS IS A



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1 TRIBUTE TO EVERYONE WHO'S BEEN INVOLVED. BUT EVERY PROJECT OF  
2 THIS MAGNITUDE NEEDS A POLITICAL CHAMPION. AND I THINK  
3 SUPERVISOR RIDLEY-THOMAS CERTAINLY HAS BEEN THAT AND WILL HAVE  
4 TO BE THAT EVEN MORE SO IN THE MONTHS AHEAD BECAUSE THIS IS--  
5 THE HARD PART'S NOW JUST GETTING READY TO BEGIN. BUT I THINK  
6 THIS IS A VERY IMPORTANT MILESTONE THAT HAPPENED AT THE BOARD  
7 OF REGENTS THE OTHER DAY, TWO WEEKS AGO. I FELT FOR A LONG  
8 TIME AND I THINK WE ALL FELT FOR A LONG TIME THAT THERE WAS  
9 NOT ONLY THE ISSUE OF DELIVERY OF CARE BUT INSPIRING  
10 CONFIDENCE IN THE COUNTY AT LARGE AND IN THE COMMUNITY WHICH  
11 THIS HOSPITAL SERVES. AND, FRANKLY, THE UNIVERSITY OF  
12 CALIFORNIA WAS THE BEST CANDIDATE TO REINSPIRE CONFIDENCE. WE  
13 NEEDED THEIR PARTNERSHIP. I THINK THEY NEED US, TOO. I THINK  
14 THIS IS GOING TO BE A GOOD PARTNERSHIP FOR THEM AND FOR US AND  
15 MORE IMPORTANTLY FOR THE CLIENTS WE SERVE. SO I JUST WANT TO  
16 CONGRATULATE EVERYONE WHO HAS BEEN PART OF THIS. BILL, YOU AND  
17 YOUR TEAM, AND EVERYBODY THAT YOU'VE ALREADY INTRODUCED. I  
18 THINK SUPERVISOR RIDLEY-THOMAS, AS WELL.

19

20 **C.E.O. FUJIOKA:** AND SUPERVISOR, I FORGOT TO MENTION BURT  
21 MARGOLIN.

22

23 **SUP. YAROSLAVSKY:** HE'S NOT HERE.

24



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1   **C.E.O. FUJIOKA:** HE'S NOT HERE, BUT I THINK AT LEAST HERE IN  
2   THE COUNTY WE APPRECIATE WHAT BURT BRINGS TO EVERYTHING HE  
3   TOUCHES AND HE'S INVOLVED WITH. AND HE'S PLAYED AN EXTREMELY  
4   IMPORTANT ROLE WITH THIS.

5

6   **SUP. KNABE, CHAIRMAN:** I'D ALSO ADD BEFORE I TURN IT OVER TO  
7   MARK TO CLOSE, BUT ALSO THE GENEROSITY OF MR. PATRICK SOON, AS  
8   WELL TO STEP IN AND HELP US OUT, AS WELL, TOO.

9

10   **SUP. RIDLEY-THOMAS:** THANK YOU, VERY MUCH MR. CHAIRMAN AND  
11   COLLEAGUES. I WANT TO AGAIN ACKNOWLEDGE THE ENTIRETY OF THE  
12   BOARD FOR ITS ATTENTIVENESS TO THIS CRITICALLY IMPORTANT  
13   ISSUE. AND I THINK IT OUGHT TO BE APPRECIATED THAT THIS IS NOT  
14   A MATTER THAT EXCLUSIVELY BENEFITS ONE COMMUNITY. THIS IS  
15   EFFECTIVELY A REINFORCEMENT AND AN UNDERGIRDING OF THE  
16   COUNTY'S SAFETY NET. I THINK THAT'S CRITICALLY IMPORTANT FOR  
17   ALL OF US TO KNOW AND APPRECIATE. AS A MEMBER OF THE  
18   LEGISLATURE WHEN I SERVED THERE, IT WAS MINE TO MEET WITH THE  
19   GOVERNOR THEN TO TALK ABOUT THIS, AND LEGISLATION EVIDENCES  
20   THAT. THE NEW PRESIDENT OF U.C. HADN'T GOTTEN IN THE SADDLE  
21   BEFORE HE FOUND HIMSELF IN MY OFFICE IN THE STATE SENATE WHERE  
22   WE WERE TALKING ABOUT THE NEED TO PARTNER WITH THIS COUNTY TO  
23   MAKE SOMETHING HAPPEN. AND TO MARK YUDOFF'S CREDIT, ONLY  
24   HAVING BEEN THERE ROUGHLY A MONTH, HE SAID, "I NEED TO GET A  
25   LAY OF THE LAND, BUT I THINK WE CAN IN FACT MAKE SOMETHING



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1   HAPPEN." AND INDEED THROUGH HIS LEADERSHIP AND THE LEADERSHIP  
2   OF SEVERAL OF THE REGENTS, WE ARRIVE AT THIS MOMENT TODAY.  
3   IT'S WELL WORTH KNOWING THAT ANY TEAM THAT IS GOING TO BE WHAT  
4   IT CAN BE HAS TO RELY ON THE COMPETENCE AND THE EXPERTISE OF  
5   AN ABLE STAFF. AND, MR. CHAIRMAN, IF YOU'LL PERMIT, I WANT TO  
6   ACKNOWLEDGE MY SENIOR POLICY ADVISOR AND SPECIAL ASSISTANT  
7   VINCENT HARRIS FOR HIS WORK IN THIS EFFORT FROM THE DAY THAT  
8   WE ARRIVED HERE. I WANT TO ACKNOWLEDGE THE VERY ABLE AND  
9   QUALITY CONTRIBUTION OF MY SENIOR DEPUTY FOR HEALTH, ADVOCACY  
10   AND SERVICES, YOLANDA RIVERA. THOSE ARE THE TWO PRINCIPAL  
11   PERSONS WHO WORKED VERY, VERY HARD ON THIS MATTER ON MY TEAM  
12   AND SUPPORTING MY EFFORTS. SO IF I HAVE DONE ANYTHING WELL IN  
13   THIS REGARD, THEY ARE TO BE PRINCIPALLY ACKNOWLEDGED, AS WELL  
14   AS THE BALANCE OF THE PERSONS WHO ARE HELPED IN THE SECOND  
15   SUPERVISORIAL DISTRICT OFFICE STAFF. I'LL CONCLUDE BY SAYING  
16   THE PUBLIC HAS A RIGHT TO KNOW AND PARTICIPATE. AND SO AS SOON  
17   AS TOMORROW, DECEMBER 2, WE WILL BE AT THE MARTIN LUTHER KING  
18   MEDICAL CENTER 5:30 SHARP AT THE H. CLAUDE HUDSON AUDITORIUM  
19   FOR THE DEPARTMENT OF PUBLIC WORKS' HEARING, INFORMATIONAL  
20   HEARING, LAYING OUT ALL OF THE ELEMENTS THAT ARE BEING  
21   DISCUSSED HERE TODAY SO THAT THE PUBLIC CAN KNOW AND  
22   PARTICIPATE AND DRIVE THIS PROCESS TO ITS HIGHEST LEVEL OF  
23   PERFORMANCE. WE'VE SAID REPEATEDLY PATIENT CARE IS OUR MANTRA,  
24   TOP QUALITY PATIENT CARE. AND I THINK WE ARE WELL ON OUR WAY  
25   TO ACCOMPLISH NO LESS THAN THAT. AND IT'S MY HONOR TO BE A



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1 PART OF THIS EFFORT. AND I CAN'T THINK OF A MORE FITTING WAY  
2 TO CELEBRATE ONE YEAR TO THIS VERY DAY AS A MEMBER OF THE LOS  
3 ANGELES COUNTY BOARD OF SUPERVISORS. I WOULD SO MOVE.

4

5 **SUP. KNABE, CHAIRMAN:** WITHOUT OBJECTION, SO ORDERED.

6

7 **SUP. ANTONOVICH:** AS AMENDED?

8

9 **SUP. RIDLEY-THOMAS:** AS AMENDED.

10

11 **SUP. KNABE, CHAIRMAN:** NO. I THREW YOUR AMENDMENT OUT.

12 [LAUGHTER.]

13

14 **SUP. RIDLEY-THOMAS:** AS AMENDED. IT IS AMENDED.

15

16 **SUP. KNABE, CHAIRMAN:** EXCUSE ME. WE HAVE A COUPLE SPEAKERS.

17 THANK YOU TO THE TEAM. ANOTHER BIG ROUND OF APPLAUSE.

18 [APPLAUSE.]

19

20 **SUP. RIDLEY-THOMAS:** THAT WOULD BE "THE KING TEAM."

21

22 **SUP. KNABE, CHAIRMAN:** WE'LL MOVE RECONSIDERATION AND THEN ASK

23 DR. CLAVREUL AND ARNOLD SACHS TO JOIN US, PLEASE. SHE'S NOT?

24 THEN ARNOLD, THEN.

25





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1   **ARNOLD SACHS:** THANK YOU. GOOD MORNING AGAIN, ARNOLD SACHS. I,  
2   TOO, WOULD LIKE TO CONGRATULATE THE COUNTY TEAM, TEAM KING FOR  
3   THE WORK THEY DID. BUT MY CONCERNS RUN A LITTLE DEEPER BECAUSE  
4   OF TIME THAT I SPENT HERE LISTENING TO SOME OF THE DISCUSSIONS  
5   REGARDING HOW THE HOSPITAL SLOWLY BUT SURELY SANK TO THE  
6   BOTTOM OF THE CREVASSE BECAUSE OF A LACK OF ACTION DONE BY THE  
7   TEAM COM. THE BOARD OF SUPERVISORS. TEAM KING, DOING THE WORK,  
8   VERSUS TEAM KONG-- TEAM GONG, EXCUSE ME. IT WAS QUESTIONS  
9   REGARDING THE MEDICAL STANDARDS TO MEET COUNTY-- THE U.C.  
10   COUNTY STANDARDS FOR MEDICAL STAFF. AND I WAS WONDERING: WILL  
11   THERE BE ANY INPUT FROM COUNTY U.C.L.A. AND U.S.C. IN THE  
12   SELECTION OF THE STAFF? BECAUSE WHILE THOSE HOSPITALS THAT ARE  
13   INVOLVED IN THE COUNTY, THEIR STAFF MEMBERS HAD A HIGH RATE OF  
14   COMPETENCY, THE STAFF AT M.L.K., WHEN THE METRO PLAN WAS  
15   SUPPOSEDLY TO UNFOLD AND IT REALLY NEVER DID, EVENTUALLY THEY  
16   FOUND OUT THAT A HIGH PROPORTION OF THE NURSES WERE  
17   UNQUALIFIED, DIDN'T MEET MINIMUM STANDARD QUALIFICATIONS. SO  
18   I'M ALSO HOPING THAT, NOT A KNOCK ON TEAM KING, BUT ARE THE  
19   SAME PEOPLE WHO INITIATED THE RENEWAL OR THE WORK THAT'S DONE  
20   ON THIS REOPENING, ARE THEY THE SAME PEOPLE WHO WERE IN  
21   POSITIONS WHEN M.L.K. WAS GOING THROUGH THE TORPEDOING,  
22   BECAUSE ARE THEY GETTING A SECOND CHANCE TO RENEW THEIR VOWS?  
23   ENABLING FOR THE CONDITIONS. THAT'S RIGHT HERE AT THIS  
24   SEMICIRCLE FOR THE COUNTY BOARD OF SUPERVISORS. GOOD IDEA  
25   WOULD BE TO LEAVE YOU OUT OF THE HIRING, OR THE PROCESS FOR



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1 THE SELECTION OF THE BOARD MEMBERS AND BRING IN THE TWO  
2 HOSPITALS-- THE TWO SCHOOLS THAT ARE INVOLVED IN THE COUNTY  
3 HOSPITAL PROGRAM.

4

5 **SUP. KNABE, CHAIRMAN:** ALL YOU HAVE TO DO IS READ THE DETAILS.  
6 YOU'LL SEE WHAT'S HAPPENING.

7

8 **ARNOLD SACHS:** I APPRECIATE THAT.

9

10 **SUP. KNABE, CHAIRMAN:** THE OUTSIDE INFLUENCES, AS WELL, TOO.

11

12 **ARNOLD SACHS:** BUT WE NEED A LOT OF PUBLIC INPUT ON THIS. THANK  
13 YOU.

14

15 **SUP. KNABE, CHAIRMAN:** THANK YOU. THANK YOU. THERE ARE THOSE  
16 THAT WANT TO-- ANYWAY, WE'RE GOING TO MOVE FORWARD ON THIS.  
17 MOVED BY SUPERVISOR RIDLEY-THOMAS AS AMENDED. THE CHAIR  
18 SECONDED. WITHOUT OBJECTION, SO ORDERED. THANK YOU.

19

20 **SUP. RIDLEY-THOMAS:** THANK YOU, MR. CHAIRMAN. LET ME CONCLUDE  
21 WITH ITEM NO. 4. THIS IS A RATHER SIGNIFICANT PIECE OF  
22 BUSINESS FOR US ALL. AND WE DO IT PURSUANT TO ADVICE FROM  
23 COUNTY COUNSEL THAT THE AUDITOR-CONTROLLER BE PERMITTED TO  
24 INVOLVE ITSELF IN THIS WAY. IT HAD TO BE DONE PURSUANT TO  
25 BOARD APPROVAL A CONSIDERABLE AMOUNT OF WORK HAS BEEN DONE BY



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1 THE AUDITOR-CONTROLLER INVOLVING THE DEPARTMENT OF CHILDREN  
2 AND FAMILY SERVICES AND THESE SPECIFIC ITEMS TO BE ADDRESSED.  
3 AND I JUST THINK AMONG OUR HIGHEST PRIORITIES, AND CERTAINLY  
4 IT WILL BE ON AN INCREASING BASIS FOR ME, HAS TO BE TO PARTNER  
5 WITH THE DEPARTMENT OF CHILDREN AND FAMILY SERVICES TO SEE IF  
6 WE CAN'T DO A MUCH BETTER JOB OF MANAGING THESE PROBLEMS AND  
7 HOPEFULLY THROUGH THE NEWLY APPOINTED SPECIAL ASSISTANT WHO  
8 HAS INVESTIGATIVE AUTHORITY THAT OPERATES INDEPENDENT OF THE  
9 DEPARTMENT AS WELL AS THE WORK OF THE AUDITOR-CONTROLLER, WE  
10 WILL LEARN ANEW HOW TO EMPHASIZE PREVENTION AND DO THE THINGS  
11 THAT WE CAN TO PROTECT THE LIVES OF THESE CHILDREN IN OUR  
12 CUSTODY. THAT'S THE ITEM BEFORE US. I DON'T KNOW IF THERE ARE  
13 ANY ADDITIONAL QUESTIONS, BUT IT IS AN INCREASINGLY HIGH  
14 CONCERN FOR THE SECOND SUPERVISORIAL DISTRICT AS IS THE CASE  
15 FOR OTHER DISTRICTS HERE IN THE COUNTY.

16

17 **SUP. KNABE, CHAIRMAN:** I DON'T HAVE ANY ADDITIONAL QUESTIONS.  
18 MY ONLY CONCERN ABOUT I SUPPORT THE MOTION IS TO CONTINUE TO  
19 DO THESE THINGS AND THEY SEEM TO BE A DUPLICATION. AND I HOPE  
20 THAT THROUGH THE C.E.O., AUDITOR-CONTROLLER, SOMEONE, WE'RE  
21 COMBINING ALL THIS BECAUSE THESE MOTIONS ARE COMING ON TOP OF  
22 EACH OTHER. NOW GETTING-- I WANT TO MAKE SURE WE'RE NOT  
23 GETTING BOGGED DOWN IN DOING REPORTS AND NOT TAKING CARE OF  
24 KIDS. SO HOPEFULLY THE C.E.O. AND OTHERS THAT ARE A PART OF  
25 THIS ARE LOOKING AT THIS AND TRYING TO COMBINE THIS AND PUT IT



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1 INTO ONE WORKING DOCUMENT THAT REALLY MEANS SOMETHING AND NOT  
2 DUPLICATION. ARNOLD SACHS?

3

4 **ARNOLD SACHS:** I DID WANT TO MENTION VERY QUICKLY, THE STORY IN  
5 THE L.A. TIMES, QUICK HINT FOR THE D.H.S.--DEPARTMENT OF  
6 CHILDREN SERVICES. IF YOUR WORKERS GO OUT TO DO AN  
7 INVESTIGATION AND THEY HAPPEN TO RUN ACROSS SOMEBODY WHO'S  
8 GOT-- AND I UNFORTUNATELY DON'T REMEMBER THE NICKNAME OF THE  
9 PERSON WHO WAS CHARGED WITH A BRUTAL MURDER-- BUT IF IT'S LIKE  
10 "KILLER" OR "CRUNCHER" OR SOMETHING ALONG THE LINE WHERE IT  
11 WOULD MEAN SOMETHING PHYSICALLY HARMFUL, THAT SHOULD RAISE A  
12 RED FLAG. THAT'S A NO BRAINER IDEA. I MEAN THE CONDITIONS ARE  
13 ONE THING THAT CAN BE ADDRESSED, BUT IF YOU HAVE A HINT WHERE  
14 HE'S-- WHERE THE CHILDREN OR THE CHILD ARE IN AN ENVIRONMENT  
15 AND IT'S BEING OVERSEEN BY A KNUCKLE DRAGGER, RAISE A RED  
16 FLAG.

17

18 **SUP. KNABE, CHAIRMAN:** OKAY. MOVED BY SUPERVISOR RIDLEY-THOMAS.  
19 SECONDED BY SUPERVISOR YAROSLAVSKY. WITHOUT OBJECTION, SO  
20 ORDERED. THAT'S IT? OKAY. THIRD DISTRICT. SUPERVISOR  
21 YAROSLAVSKY, PLEASE.

22

23 **SUP. YAROSLAVSKY:** MR. CHAIRMAN, I HAVE A FEW ADJOURNING  
24 MOTIONS. FIRST, ADJOURN IN MEMORY OF ROBERT EVERETT SYKES,  
25 LONGTIME RESIDENT OF SANTA MONICA WHO RECENTLY PASSED AWAY AT



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1 THE AGE OF 95. WORLD WAR II VETERAN WHO SAW ACTION IN THE  
2 PACIFIC CAMPAIGN WHERE HE WAS DECORATED FOR HEROISM. HE  
3 RETURNED TO SANTA MONICA WITH HIS WIFE AND BEGAN A 35-YEAR  
4 CAREER WITH DOUGLAS AIRCRAFT. WAS ACTIVE IN HIS CHURCH AND  
5 SANG IN HIS CHOIR FOR MORE THAN 30 YEARS. ROBERT SIKES IS  
6 SURVIVED BY HIS WIFE, ELOISE, HIS SONS, CHRISTOPHER AND  
7 JUBILANT, ALONG WITH JUBILANT'S WIFE, CECELIA, SANDRA SIKES,  
8 AND THEIR SONS MADISON, MORGAN AND MICAH. ALSO A SISTER YVONNE  
9 MCCULLEN, NIECE DEIDRA ANDERSON, NEPHEWS AND A HOST OF  
10 ADDITIONAL RELATIVES AND LONG-TERM FRIENDS. YONA KOLLIN WHO  
11 RECENTLY SUCCUMBED TO CANCER WAS A WELL-KNOWN THERAPIST AND  
12 M.S.W. WHO SPECIALIZED IN COUPLES AND FAMILY THERAPY AND  
13 THERAPY FOR TRAUMA VICTIMS. SHE WAS ALSO ACTIVE IN HER  
14 COMMUNITY, PARTICULARLY ON BEHALF OF THE PANCREATIC CANCER  
15 ASSOCIATION. SHE IS SURVIVED BY HER HUSBAND, RABBI GIL KOLLIN,  
16 RABBI EMERITUS OF THE PASADENA JEWISH TEMPLE AND CENTER, HER  
17 PARENTS RABBI BEN ROSEN AND BETTY ROSEN, A DAUGHTER DALIA AND  
18 TWO SONS, DONNI AND ETAN, FIVE GRANDCHILDREN, AS WELL. ROBERT  
19 BERKE, LONGTIME RESIDENT OF PACIFIC PALISADES AND PROMINENT  
20 SANTA MONICA CRIMINAL DEFENSE ATTORNEY WHO PASSED AWAY  
21 SUDDENLY AT THE AGE OF 61 AFTER A SHORT, VERY SHORT ILLNESS.  
22 HE WAS WIDELY LIKED AND ADMIRER BY COLLEAGUES WHO PRAISED HIS  
23 TIRELESS WORK ETHIC, DEEPLY PRINCIPLED SUPPORT AND ADVOCACY ON  
24 BEHALF OF HIS CLIENTS. A GRADUATE OF U.C.L.A. LAW SCHOOL AND  
25 ONE-TIME LOS ANGELES COUNTY PUBLIC DEFENDER, HE WAS WIDELY



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1 CREDITED WITH SUCCESSFULLY CHALLENGING AND LIMITING THE USE OF  
2 JAIL HOUSE INFORMANTS TO CURB ABUSIVE PROSECUTORIAL PRACTICES.  
3 HE WAS ACTIVE IN THE PACIFIC PALISADES DEMOCRATIC CLUB, AMONG  
4 OTHER COMMUNITY INVOLVEMENT. HE IS SURVIVED BY HIS SON CHAD,  
5 HIS MOTHER SYLVIA, AND STEPFATHER EMMANUEL FORESTER. THOSE ARE  
6 MY ADJOURNING MOTIONS. YEAH, I'LL TAKE THAT, TOO. I WANTED TO  
7 TAKE UP ITEM 26, I THINK I WAS HOLDING IT. THIS IS THE  
8 LANDSCAPING CONTRACTS? I APPRECIATE YOU COMING UP, JOHN. ARE  
9 YOU GOING TO ADMINISTER THESE CONTRACTS? D.H.S.? IS D.H.S.  
10 ADMINISTERING THESE CONTRACTS?

11

12 **DR. JOHN SCHUNHOFF:** YES, YES, SUPERVISOR.

13

14 **SUP. YAROSLAVSKY:** WHAT I WAS IN HERE, C.O.L.A. PROVISION IN  
15 HERE THAT AUTHORIZES YOU TO PROVIDE A C.O.L.A .IN EACH OF THE  
16 YEARS OF THE CONTRACT, CORRECT, UP TO WHAT, 3 PERCENT OR 5?  
17 WHAT WAS IT, 3 PERCENT?

18

19 **DR. JOHN SCHUNHOFF:** THERE IS PROVISION FOR A C.O.L.A. IF IN  
20 FACT THERE'S MOVEMENT ON THE PART OF COUNTY EMPLOYEES.

21

22 **SUP. YAROSLAVSKY:** SO IT'S TIED TO THAT?

23

24 **DR. JOHN SCHUNHOFF:** RIGHT.

25





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1   **KATHY HANKS:** THAT'S CORRECT. I'M KATHY HANKS. I'M THE DIRECTOR  
2   OF CONTRACT ADMINISTRATION AND MONITORING FOR D.HS.. THE BASE  
3   CONTRACT IS SET FOR THREE YEARS. THERE ARE DISCRETIONARY  
4   C.O.L.A.S FOR OPTION YEARS 4 AND 5 AT THE DIRECTION OF THE  
5   DELEGATION OF THE DIRECTORS' AUTHORITY. AND IF A CONTRACTOR  
6   WANTS A C.O.L.A. IN THOSE YEARS, THEY COME ASK US FOR A  
7   C.O.L.A. WE'RE GOING TO LOOK AND SEE WHETHER THE C.P.I.  
8   MOVEMENT PREVAILS OR WHETHER THE COUNTY MOVEMENT AND COUNTY  
9   SALARIES PREVAILS. IF THERE'S NO MOVEMENT IN SALARIES, NO  
10   C.O.L.A. IF THE CONTRACTOR IS DESIRING OF A C.O.L.A., THEY'RE  
11   GOING TO HAVE TO PROVIDE DOCUMENTATION THAT THEIR COSTS HAVE  
12   ALREADY INCREASED FOR THAT PERIOD THEN AND GOING FORWARD AND  
13   THEN MY CONTRACT MONITORING STAFF WILL DO THEIR DUE DILIGENCE  
14   TO GO IN AND AUDIT.

15

16   **SUP. YAROSLAVSKY:** MY QUESTION IS HOW DO WE MAKE SURE THAT IF  
17   THEY DO GET A C.O.L.A., THAT THE C.O.L.A. GETS PASSED-- THAT  
18   AN APPROPRIATE PERCENTAGE GETS PASSED ON TO THE EMPLOYEES OF  
19   THESE CONTRACTORS?

20

21   **KATHY HANKS:** WELL IT DEPENDS IF THEY'RE ASKING FOR THE  
22   C.O.L.A. ON THE CONTRACTORS' WAGES. BECAUSE THESE ARE LIVING  
23   WAGE CONTRACTS, AND IF THEY CAN SHOW US THAT THEY'RE PAYING  
24   MORE THAN THE LIVING WAGE, WE WOULD GO IN AND AUDIT TO MAKE  
25   SURE THAT THAT'S WHAT THEY'RE ACTUALLY PAYING THEIR EMPLOYEES



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1 BEFORE WE ACTUALLY CONSIDER A C.O.L.A. IN THE LIVING WAGE  
2 CONTRACTS, YOU TYPICALLY WILL EXCLUDE LABOR AND YOU LOOK AT  
3 THEIR S&S BEFORE YOU APPLY THE C.O.L.A.

4

5 **DR. JOHN SCHUNHOFF:** SUPERVISOR, IF THEY JUSTIFY THE C.O.L.A.  
6 BASED UPON THEIR INCREASE IN LABOR COSTS, AS OPPOSED TO  
7 SUPPLIES AND SERVICES, IF THEY JUSTIFY IT BASED ON THE LABOR  
8 COSTS THEN WE WOULD GO IN AND AUDIT TO MAKE SURE THAT THOSE  
9 LABOR COSTS WENT UP TO JUSTIFY THE C.O.L.A.

10

11 **SUP. YAROSLAVSKY:** TYPICALLY HOW DO THEY JUSTIFY THEIR-- HOW DO  
12 THEY RATIONALIZE THEIR REQUESTS FOR C.O.L.A.S, TYPICALLY? IS  
13 IT BASED ON LABOR COSTS ON BASED ON THEIR OWN EXPENSES?

14

15 **KATHY HANKS:** THE LAST ONE I ENCOUNTERED WAS ONLY ON S&S  
16 EXPENDITURES AND IT RELATED TO INCREASED COST. FOR EXAMPLE,  
17 GASOLINE SUPPLIES AND AND ALSO WORKERS' COMPENSATION COST  
18 INCREASES.

19

20 **SUP. YAROSLAVSKY:** BUT A 3 PERCENT INCREASE IN A CONTRACT  
21 AMOUNT IS FAR MORE THAN IS NECESSARY TO COVER THE INCREASES IN  
22 THE S&S PIECE OF IT. THE LARGEST EXPENDITURE THEY HAVE IS  
23 THEIR LABOR COSTS, IS IT NOT?

24



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1   **KATHY HANKS:** AND LIVING WAGE CONTRACTS, LABOR COSTS ARE ABOUT  
2   45 TO 50 PERCENT OF THE COST.

3

4   **C.E.O. FUJIOKA:** IT DOES PROVIDE UP TO--

5

6   **SUP. YAROSLAVSKY:** I FIND THAT HARD TO BELIEVE.

7

8   **SUP. KNABE, CHAIRMAN:** YOU THINK IT'S MORE?

9

10   **SUP. YAROSLAVSKY:** YEAH. I THINK THEY THINK, THEIR OWN STUFF  
11   SAYS IT. WE'VE HAD THIS DISCUSSION NOT WITH YOUR DEPARTMENT  
12   BEFORE, SO I DON'T WANT TO MAKE THIS A D.H.S. ISSUE. THIS IS A  
13   GENERIC ISSUE COUNTYWIDE. WE HAD A BLOW UP ONCE BEFORE WHERE  
14   THE CONTRACTOR GOT A C.O.L.A. AND NONE OF IT SAW ITS WAY TO  
15   THE EMPLOYEES OF THE CONTRACTOR. I THOUGHT WE HAD TAKEN STEPS  
16   TO ENSURE THAT THAT WOULD NOT BE THE CASE.

17

18   **C.E.O. FUJIOKA:** YOU GAVE US DIRECTION TO MAKE SURE THAT THE  
19   INCREASE IS TIED TO-- IF LABOR COSTS ARE USED AS A  
20   JUSTIFICATION, THAT IT'S TIED TO ACTUAL INCREASES FOR THE  
21   EMPLOYEES DOING THE WORK. AND SO WE SAID WE WOULD DO THAT. IN  
22   THIS INSTANCE, KATHY'S BEEN OUT THERE FOR ABOUT A YEAR AND A  
23   HALF NOW? ABOUT A YEAR?

24

25   **KATHY HANKS:** TWO YEARS COMING UP AT D.H.S.



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1

2 **C.E.O. FUJIOKA:** AND HAS MADE HER MONITORING ACTIVITIES FOR THE  
3 D.H.S. CONTRACTS HAVE IMPROVED SIGNIFICANTLY. BUT THE  
4 COMMITMENT IS THAT WE'LL MAKE SURE IF THERE ARE-- IF THERE IS  
5 A REQUEST FOR AN INCREASE FOR THE C.O.L.A. THAT'S UP TO 3  
6 PERCENT, THAT IT'S JUSTIFIED AND THAT IN TURN WE VERIFY THE  
7 VALIDITY OF THAT REQUEST.

8

9 **SUP. YAROSLAVSKY:** FOR THE SAKE OF ARGUMENT, LET'S SAY THAT  
10 IT'S 50/50, LABOR AND NOT LABOR COSTS. THE C.O.L.A. GOES UP 3  
11 PERCENT. SO THAT WOULD SUGGEST THAT IF IT WAS JUSTIFIED,  
12 RATIONALIZED BASED ON THE COST OF THE NON LABOR COSTS, THE  
13 S&S, THOSE KIND OF THINGS, THAT WOULD SUGGEST A 6 PERCENT  
14 INCREASE IN THAT PART OF THE CONTRACTORS' BUDGET, RIGHT? IF 50  
15 PERCENT OF IT IS S&S AND YOU'D GIVE A 3 PERCENT ACROSS-THE-  
16 BOARD C.O.L.A., THEN THEY'D GET EFFECTIVELY A 6 PERCENT. SO  
17 WOULD YOU BE-- 6 PERCENT OF THAT PORTION THAT DEALS WITH NON  
18 LABOR. ARE YOU SAYING THAT YOU WOULD JUSTIFY-- THAT YOU WOULD  
19 REQUIRE JUSTIFICATION AND DOCUMENTATION FOR 6 PERCENT INCREASE  
20 IN THEIR S&S?

21

22 **KATHY HANKS:** OR WHATEVER INCREASE THEY WERE REQUESTING, WE  
23 WOULD HAVE TO SEE THAT THEY TRULY HAD AN INCREASE BY GOING  
24 BACK AND LOOKING WHAT THEIR COSTS WERE PREVIOUSLY? WHEN DID  
25 THEY GO UP? WERE THEY PAYING THOSE ACTUAL COSTS?



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1

2 **SUP. YAROSLAVSKY:** DO YOU KNOW WHAT I WANT TO DO? YOU'VE  
3 ANSWERED MY QUESTIONS. I WANT TO HOLD THIS FOR A FEW MINUTES.  
4 I WILL GO ON TO OTHER THINGS BECAUSE I WANT MY STAFF TO GET  
5 SOME INFORMATION. BUT I APPRECIATE YOUR EXPLANATION. MR.  
6 CHAIRMAN, IF YOU CAN JUST HOLD THAT ONE ON THE TABLE. LET ME  
7 CALL UP ITEMS 11-- THESE ARE THE PUBLIC TESTIMONIES, PUBLIC  
8 HEARING, I'M SORRY, MEMBERS OF THE PUBLIC. ITEMS 11, 16, 18,  
9 27, 30, 41, 44, 52 AND 63.

10

11 **SUP. KNABE, CHAIRMAN:** OKAY. MR. SACHS? YOU GOT A LOT TO DO IN  
12 THREE MINUTES.

13

14 **SUP. YAROSLAVSKY:** 72 IF HE WANTS TO ADDRESS THAT, TOO, WHILE  
15 HE'S UP HERE.

16

17 **ARNOLD SACHS:** GOING FOR 11-0. ITEM NO. 11. WHILE YOU RECOMMEND  
18 RESTORATION, POSSIBLE RESTORATION OF THE HALL OF JUSTICE, IF  
19 YOU DECIDE NOT TO GO WITH THE RESTORATION, WOULD THERE OTHER  
20 USES BE AVAILABLE? ON ITEM NO. 14, YOU'RE GOING TO SPEND  
21 \$318,000 FOR RENTAL FOR STORAGE FOR THE DISTRICT ATTORNEY'S  
22 OFFICE. SO MIGHT THIS BE TURNED INTO A GIANT STORAGE AREA,  
23 \$318,000 A YEAR, THAT'S A PRETTY PENNY. ITEM NO. 16, YOU'RE  
24 GOING TO DISCUSS SANITATION DISTRICT TAXING. AND I'M  
25 WONDERING. THIS IS SOLID WASTE DISPOSAL? BECAUSE IF IT IS,



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1 AGAIN, I REFER BACK TO YOUR ACTIONS REGARDING THE SUNSHINE  
2 CANYON LANDFILL AND THE FACT THAT YOU STILL HAVE NOT OWNED UP  
3 TO 6,600 TONS OF TRASH THAT IS COLLECTED EVERY WEEK AND NOT  
4 CHARGED, NOT PAID FOR, NOT REVENUE COLLECTED ON. AND HOW CAN  
5 YOU SAY TO PEOPLE "WE WANT YOU TO PAY TAXES ON THE FRONT END  
6 BUT WHEN WE HAUL YOUR TRASH AWAY, WE'RE NOT GOING TO CHARGE  
7 FOR THAT 6,600 TONS AND WE'RE GOING TO LET THE TRASH HAULER  
8 MAKE THE MONEY?" ITEM NO. 18, I WAS JUST WONDERING ON ITEM NO.  
9 18 HOW MUCH THE SECOND AND THE THIRD YEAR OF THE CONTRACTS  
10 ARE. I KNOW THAT YOU HAD A CONTRACT FOR SOME-- THE HAHN  
11 TROLLEY SERVICE WHERE IF VEHICLES BROKE DOWN, THEY WERE  
12 REPLACED. HOW MANY VEHICLES THIS IS FOR. AND IS IT A PLUS OR  
13 MINUS IN THE TOTAL NUMBER OF COUNT FOR COUNTY VEHICLE OR  
14 COUNTY PERSONNEL TO USE? THOSE ARE MY QUESTIONS REGARDING  
15 THAT. ITEM 27 AND ITEM 30, WELL ITEM 27 REFERS TO SOME FEES  
16 FOR TRANSCRIPT COPYING? PART OF ITEM NO. 27 REFERS TO THE FACT  
17 THAT MEDIQUEST TRANSCRIPTS WILL BE CHARGING U.S.C.,  
18 L.A.C.+U.S.C. AND M.L.K., JR. MULTISERVICE AMBULATORY CARE  
19 ESTIMATED \$508,000 FOR SIX MONTHS. FURTHER DOWN THE ESTIMATES,  
20 IT SAYS MEDIQUEST SERVICES PROVIDED FOR M.L.K. M.A.C.C. AN  
21 ESTIMATED COST OF \$55,000 FOR SIX MONTHS. SO WHAT I THOUGHT  
22 MIGHT HAVE BEEN A TYPOGRAPHICAL ERROR, I'M TOLD NO. SO WHY ARE  
23 THEY GETTING AN EXTRA \$55,000, ALMOST 10 PERCENT OF THE  
24 \$500,000 IS BEING REPEATED? HOW COME M.L.K. HOSPITAL COSTS ARE  
25 ALWAYS SO MUCH HIGHER THAN THE OTHER FOUR COUNTY FACILITIES?





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1 YOU FOUND IT OUT IN THE HOSPITAL, THE COSTS FOR THE HOSPITAL  
2 BEDS. THIS IS PAPERWORK. AND THIS DOESN'T INCLUDE THE \$262,000  
3 FOR THE OVERFLOW MEDICAL TRANSPORT. WHAT'S GOING ON WITH  
4 PAPERWORK? THERE WAS JUST A STORY IN THE L.A. TIMES--

5

6 **SUP. KNABE, CHAIRMAN:** I'M NOT SURE WHAT YOU'RE REFERRING TO.  
7 YOUR TIME'S UP. BUT WHAT I READ HERE IS THAT THE M.L.K.  
8 M.A.C.C. IS FOR \$55,000 WHILE THE OTHERS ARE FOR HALF A  
9 MILLION DOLLARS. SO I'M NOT SURE.

10

11 **ARNOLD SACHS:** NO. THE FIRST MEDIQUEST. AFTER THE FIRST  
12 PARAGRAPH, THE SECOND PARAGRAPH AFTER THAT SAYS L.A.C.+U.S.C.  
13 AND M.L.K., JR. MULTISERVICES AMBULATORY, M.L.K. M.A.C.C. WILL  
14 BE GETTING AN ESTIMATED COST OF 500-- THE TWO OF THEM COMBINED  
15 IS A HALF MILLION DOLLARS.

16

17 **SUP. KNABE, CHAIRMAN:** RIGHT.

18

19 **ARNOLD SACHS:** AND THEN FURTHER DOWN IT SAYS M.L.K. M.A.C.C. IS  
20 GOING TO GET \$55,000.

21

22 **SUP. KNABE, CHAIRMAN:** DO YOU WANT TO ADDRESS YOUR OTHER QUICK  
23 ONES HERE QUICK?

24

25 **ARNOLD SACHS:** WHICH ONE ARE WE ON, SIR?



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1

2 **SUP. KNABE, CHAIRMAN:** WHATEVER ONE. YOU HELD 148 ITEMS.

3

4 **ARNOLD SACHS:** I ALMOST DID, DIDN'T I? 41, LET'S DO 41. YOU  
5 WERE LOOKING FOR ENHANCED TRAFFIC SAFETY, ENHANCED TRAFFIC  
6 FLOW. I'M STILL LOOKING FOR AN ENHANCED TRAFFIC SAFETY ON  
7 SEPULVEDA BOULEVARD IN EL SEGUNDO. WHEN ARE THEY GOING TO  
8 REMOVE THOSE TEMPORARY CONES THAT HAVE BEEN UP FOR THREE  
9 YEARS, AND REOPENING THAT LANE, THAT MAKES IT IMPOSSIBLE FOR  
10 THE BUSES TO PICK UP PEOPLE? BUS DRIVERS TO PICK PASSENGERS UP  
11 IN A SAFE MANNER. 44 IS A GOLD LINE RIGHT OF WAY, THE SEISMIC  
12 RETROFIT. AND I WAS WONDERING, AGAIN, WHY THE GOLD LINE  
13 CONSTRUCTION AUTHORITY ISN'T PAYING FOR THAT WITH THE EXPO  
14 LINE. THEY'RE DOING SEISMIC RETROFITTING FOR THE BRIDGES  
15 AROUND NATIONAL BOULEVARD. WHY ISN'T THE COUNTY LOOKING INTO  
16 PAYING FOR THAT WHEN IT'S A METRO OPERATION? ITEM 52, THE  
17 SHERIFFS ARE GETTING REIMBURSED FOR THE TOURNAMENT OF ROSES  
18 PARADE. WHY AGAIN HAVEN'T THE SHERIFFS MOVED TO GET REIMBURSED  
19 FOR THE MICHAEL JACKSON FUNERAL COSTS? I ASKED AT THE CITY  
20 COUNCIL, THE CITY PROSECUTOR WANTS TO GO AFTER THE COSTS. I  
21 SAID YOU SHOULD LOOK INTO WHETHER OR NOT THE CITY WAS  
22 REIMBURSED FOR THE DEMOCRATIC CONVENTION THAT WAS HELD AT  
23 STAPLES CENTER. AND IF THEY WERE, THEN THEY SHOULD BE ABLE TO  
24 GET THE MONEY BACK BECAUSE IT SETS A STANDARD UP AND ABOVE THE



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1 STANDARD SET BY THE CITY COUNCIL WHICH ALLOWED FOR SIX VENUES  
2 NOT TO REIMBURSE THE CITY FOR THEIR PUBLIC SAFETY OFFICERS.

3

4 **SUP. KNABE, CHAIRMAN:** THANK YOU.

5

6 **ARNOLD SACHS:** AND ITEM 63, SOUTHERN CALIFORNIA EDISON. EXCUSE  
7 ME? ITEM 63, SOUTHERN CALIFORNIA EDISON?

8

9 **SUP. KNABE, CHAIRMAN:** RIGHT, FRANCHISE.

10

11 **ARNOLD SACHS:** YEAH, BUT IT SAID SOMETHING ELSE ABOUT THAT. I  
12 WOULD LIKE THEM TO HAVE TO LIST WITH THE APPROVAL OF THE STATE  
13 JUST IF THE SOUTHERN CALIFORNIA EDISON, IF THE TRANSMISSION  
14 LINES ARE OWNED BY THEM OR THE STATE IN A LUDICROUS MANIACAL  
15 MOMENT OF IDIOCRACY-- [APPLAUSE.]

16

17 **SUP. KNABE, CHAIRMAN:** WOW.

18

19 **ARNOLD SACHS:** I'VE BEEN READING YOUR THESAURUS, DR. THOMAS,  
20 DECIDED THAT THEY WERE GOING TO BUY POWER LINES TO BAIL OUT  
21 SOUTHERN CALIFORNIA EDISON. SO I'D LIKE TO KNOW IF ANY OF  
22 THOSE LINES THAT THE STATE IS WASTING MONEY ON EXISTS IN THE  
23 COUNTY OF L.A.

24

25 **SUP. KNABE, CHAIRMAN:** THANK YOU.



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1

2 **ARNOLD SACHS:** AND IF THEY'RE PUBLIC-OWNED OR THEY'RE OWNED BY  
3 THE STATE OF CALIFORNIA.

4

5 **SUP. KNABE, CHAIRMAN:** YOU CHECK WITH THE P.U.C. ALL RIGHT. WE  
6 WILL MOVE.

7

8 **ARNOLD SACHS:** THANK YOU.

9

10 **SUP. KNABE, CHAIRMAN:** YOU'RE WELCOME. SUPERVISOR ANTONOVICH?  
11 OKAY. ITEM 63 WILL BE CONTINUED ONE WEEK. SO ORDERED. DO YOU  
12 WANT TO CONTINUE 63 FOR A WEEK? ALL RIGHT. ITEMS 11, 16, 27,  
13 30, 41, 52 MOVED BY SUPERVISOR RIDLEY-THOMAS. SECONDED BY  
14 SUPERVISOR MOLINA. WITHOUT OBJECTION, SO ORDERED. ITEM 18 AND  
15 44 ARE STILL ON THE TABLE. ITEM 44, MR. GARCIA? YOU SIGNED UP  
16 FOR ITEM 44? SUPERVISOR RIDLEY-THOMAS? SECONDED BY SUPERVISOR  
17 MOLINA.

18

19 **DANIEL GARCIA:** ITEM 44, AGAIN, THE TRANSPORTATION MODELS DEAL  
20 WITH THE A.D.A. I WANT TO PLEASE CONSIDER THE A.D.A.  
21 BEFOREHAND BECAUSE MANY PEOPLE INVOLVED BEFORE ME \_\_\_\_\_ WHEN  
22 WE COMPLAIN AND BE SURE THAT SOMEBODY ELSE HAS COMPLAINED  
23 ABOUT ISSUES RELATING TO A.D.A.

24



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1    **SUP. KNABE, CHAIRMAN:** THIS IS ABOUT SEISMIC RETROFIT FOR THE  
2    BRIDGE, NOT A.D.A. APPROVALS, OKAY?

3

4    **DANIEL GARCIA:** THANK YOU VERY MUCH.

5

6    **SUP. KNABE, CHAIRMAN:** THANK YOU. SO MOVED BY SUPERVISOR  
7    ANTONOVICH, THE CHAIR WILL SECOND. WITHOUT OBJECTION, SO  
8    ORDERED. ITEM 18, I HAVE A QUESTION FOR I.S.D. THE QUESTIONS  
9    REALLY CENTER AROUND COSTS AND ONE OTHER THING. THIS FIRST  
10    YEAR COST OF \$5.6 MILLION, RIGHT? WITH COSTS TO FLUCTUATE  
11    BASED UPON ACTUAL USE OF THE CONTRACT TO SERVICE SO IS IT UP  
12    TO? IT CAN'T GO MORE THAN 5.6 MILLION?

13

14    **THOMAS TINDALL:** SUPERVISOR, TOM TINDALL, INTERNAL SERVICES  
15    DEPARTMENT. NO, SIR. IT'S A FEE-FOR-SERVICE. IF WE ASK FOR  
16    MORE SERVICE, THEN IT COULD EXCEED 5.6 MILLION. OUR 5.6  
17    MILLION ESTIMATE IS BASED ON WHAT WE HAVE HISTORICALLY DONE  
18    WITH THE VEHICLES THAT WE MAINTAINED.

19

20    **SUP. KNABE, CHAIRMAN:** SO IS THERE ANY IDEA WHAT UP TO?

21

22    **THOMAS TINDALL:** NO. OUR BEST ESTIMATE IS PROBABLY 5.6 MILLION  
23    OR LESS. BU --

24



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1    **SUP. KNABE, CHAIRMAN:** I'M JUST SAYING SO IF IT'S 8 MILLION.  
2    DOES IT COME BACK TO THE BOARD OR ARE WE JUST AUTHORIZING  
3    WHATEVER? THAT'S A CONCERN THAT I HAVE. ANYTHING ABOVE THE 5.6  
4    WITHIN A CERTAIN PERCENTAGE CONCERNS ME THAT IT COULD RUN  
5    WILD. THAT'S MY QUESTION. SO IF WE USED UP TO \$8 MILLION IN  
6    SERVICES, WHAT HAPPENS? YOU JUST OKAY IT? WE ARE OKAYING  
7    ANOTHER \$3 MILLION TODAY?

8

9    **THOMAS TINDALL:** NO, SUPERVISOR. WHAT ACTUALLY YOU'RE APPROVING  
10   IS THE RATE, THE HOURLY RATE THAT THE CONTRACTOR IS CHARGING  
11   US.

12

13   **SUP. KNABE, CHAIRMAN:** I SEE THAT. BUT YOU'RE SAYING 5.6. AND  
14   I'M ASKING IS WHAT HAPPENS IF THE FIRST YEAR THEY END UP BEING  
15   8 MILLION?

16

17   **THOMAS TINDALL:** WE WILL BE COMING BACK TO YOU YEARLY WITH OUR  
18   BUDGETS AND ANTICIPATE WHAT THE YEARLY COSTS ARE, SO THE BOARD  
19   WILL GET A CHANCE TO SEE THAT.

20

21   **SUP. KNABE, CHAIRMAN:** YOU ARE MISSING MY POINT. MY POINT IS  
22   SHOULD THE COSTS GO TO \$8.6 MILLION VERSUS A POTENTIAL FIRST  
23   YEAR OF 5.6 ARE WE AUTHORIZING BY VOTE TODAY AN ADDITIONAL \$3  
24   MILLION? IS ANYTHING COMING BACK TO THIS BOARD ABOVE \$5.6  
25   MILLION?



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1

2 **THOMAS TINDALL:** NO, SIR. BUT I THINK IT WOULD BE IMPRUDENT ON  
3 MY PART IF IT WERE ANY KIND OF AN INCREASE LIKE THAT NOT TO  
4 COME BACK AND TALK TO THE BOARD ABOUT-- SOMETHING WOULD HAVE  
5 TO SUBSTANTIALLY CHANGE IN THE WAY THAT WE MAINTAIN VEHICLES  
6 TO INCREASE THE COSTS BEYOND 5.6.

7

8 **SUP. KNABE, CHAIRMAN:** YOU SEE MY POINT.

9

10 **THOMAS TINDALL:** YES, SIR.

11

12 **SUP. KNABE, CHAIRMAN:** THAT'S SOME OF WHAT AN ASSUMPTION, BUT--  
13 AND I'LL ASK THE C.E.O. THIS-- IF WE APPROVE THIS AS  
14 PRESENTED, THERE IS NO CEILING WITHOUT BOARD APPROVAL. BECAUSE  
15 IT DOESN'T SAY UP TO AND THEN COME BACK TO THE BOARD. IT JUST  
16 SAYS AN OPEN CHECKBOOK.

17

18 **C.E.O. FUJIOKA:** I UNDERSTAND. WHAT WE CAN DO, IF IT'S MORE  
19 APPROPRIATE, WELL, ONE, THESE CONTRACTS WERE PUT ON THE STREET  
20 SEVERAL TIMES AND THE COSTS WERE SIGNIFICANTLY HIGHER. I.S.D.,  
21 I FEEL, DID AN EXCEPTIONAL JOB TO GET THE COSTS DOWN WITH A  
22 CONTRACT WE CAN LIVE WITH. BUT YOU CAN GIVE US THAT CEILING OF  
23 5.6. AND SHOULD WE ON A PROJECTED BASIS, NOT THE DAY WE HIT  
24 5.6, BUT ON A PROJECTED BASIS, SHOULD WE DETERMINE THAT WE'RE





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1 GOING TO EXCEED THAT 5.6, WE CAN COME BACK TO YOUR BOARD AND  
2 REPORT ON THE BASIS FOR EXCEEDING THAT ESTIMATE.

3

4 **SUP. KNABE, CHAIRMAN:** LET ME TELL YOU SOMETHING. WE'VE BEEN  
5 THROUGH THIS CONTRACT I CAN'T TELL YOU HOW MANY DIFFERENT  
6 VENDORS, OKAY? AND EVERY VENDOR TRIES TO BUY THE CONTRACT. AND  
7 THEY COUNT ON CHANGE ORDERS. THEY COUNT ON MORE SERVICE THAN  
8 WHAT WE ESTIMATE. THAT'S HOW THEY MAKE IT. AND SO AT THE END  
9 OF THE CONTRACT, WE CAN'T AFFORD TO IT. CAN'T AFFORD TO DO  
10 THIS ANYMORE, WHATEVER. AND THE REASON IS BECAUSE THEY DIDN'T  
11 GET THE AMOUNT OF BUSINESS THEY THOUGHT THEY WERE GOING TO  
12 GET. SO I'M JUST NOT INCLINED TO SUPPORT AN ACTION THAT GIVES  
13 YOU AN OPEN CHECKBOOK. NOT THAT YOU WOULDN'T DO IT THE PRUDENT  
14 WAY, BUT THE POINT BEING IS ANYTHING ABOVE \$5.6 MILLION I  
15 THINK SHOULD COME BACK FOR BOARD APPROVAL. THIS IS WHERE WE  
16 RUN INTO PROBLEMS WITH THESE CONTRACTS EVERY TIME. AND THEN MY  
17 OTHER QUESTION IS: ARE THE EXTENSIONS, THE TWO-YEAR  
18 EXTENSIONS, TWO ONE-YEAR EXTENSIONS, ARE THEY AT THE SAME  
19 RATES THAT WE'RE APPROVING TODAY?

20

21 **THOMAS TINDALL:** THEY ARE EXCEPT THAT THEY COMPLY WITH THE  
22 BOARD'S POLICY ON C.O.L.A. SO THAT THE CONTRACTORS WOULD BE  
23 ABLE TO COME BACK AND REQUEST A C.O.L.A. ON THEIR HOURLY  
24 RATES.

25



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1    **SUP. KNABE, CHAIRMAN:** OKAY. THEN THE SECOND PART OF THAT IS IN  
2    HERE IT SAYS TO ADD AND DELETE FACILITIES. HOW DOES THAT  
3    HAPPEN? AND HOW DOES THAT TRANSPIRE?

4

5    **THOMAS TINDALL:** WHAT WE'RE TALKING ABOUT THERE IS IF WE FIND  
6    THAT PROVIDING THESE SERVICES WOULD ADVANTAGE THE COUNTY BY  
7    PUTTING THEM IN A FACILITY MAYBE IN THE NORTH COUNTY OR IN  
8    ANOTHER COUNTY, THEN I AM ASKING YOU FOR THE AUTHORITY TO BE  
9    ABLE TO DO THAT.

10

11   **SUP. KNABE, CHAIRMAN:** ALL WITHIN-- BUT WHAT KIND OF A BUDGET  
12   ATTACHED TO THAT?

13

14   **THOMAS TINDALL:** WELL, IT WOULD BE WITHIN THE APPROVED BUDGET.

15

16   **SUP. KNABE, CHAIRMAN:** WITHIN YOUR APPROVED BUDGET?

17

18   **THOMAS TINDALL:** YES, SIR.

19

20   **SUP. KNABE, CHAIRMAN:** SO IT WOULDN'T BE EXTRAORDINARY OR  
21   OUTSIDE YOUR BUDGET? AND IF SO YOU'D HAVE TO COME BACK HERE?

22

23   **THOMAS TINDALL:** ABSOLUTELY.

24



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1   **SUP. KNABE, CHAIRMAN:** ALL RIGHT. OKAY. ALL RIGHT. SO I WOULD  
2   MOVE THE ITEM, THEN, UNLESS THERE ARE ANY ADDITIONAL  
3   QUESTIONS, I WOULD MOVE THE ITEM WITH THE CAVEAT OR THE  
4   AMENDMENT THAT SAYS ANYTHING ABOVE \$5.6 MILLION, YOU COME BACK  
5   TO THE BOARD FOR APPROVAL.

6

7   **C.E.O. FUJIOKA:** WE SHOULD ADD A QUARTERLY REPORT TO THAT SO  
8   YOU CAN ACTUALLY TRACK EXPENDITURES.

9

10   **SUP. KNABE, CHAIRMAN:** ADD A QUARTERLY REPORT. MOVED BY  
11   SUPERVISOR RIDLEY-THOMAS. WITHOUT OBJECTION, SO ORDERED. I'M  
12   JUST CAUTIOUS ABOUT THIS. BECAUSE WE GO THROUGH THIS EVERY  
13   TIME WE PUT THIS THING OUT FOR BID. EVERYBODY WANTS THE  
14   BUSINESS. THEY TRY TO BUY THE CONTRACT. AND THEN MONEY JUST  
15   RUNS AWAY AND THEY JUST SAY "WE CAN'T MAKE IT BECAUSE THERE IS  
16   NOT ENOUGH BUSINESS."

17

18   **THOMAS TINDALL:** WE'LL COME BACK WITH A REPORT, SUPERVISOR.

19

20   **SUP. KNABE, CHAIRMAN:** OKAY. SO ORDERED. ALL RIGHT, BACK TO  
21   YOU, SUPERVISOR YAROSLAVSKY?

22

23   **SUP. YAROSLAVSKY:** ARE WE DONE WITH THE PUBLIC HEARING?

24

25   **SUP. KNABE, CHAIRMAN:** YES, WE'RE BACK AT YOUR 26.



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1

2 **SUP. YAROSLAVSKY:** I MOVE 26. I GOT MY QUESTIONS ANSWERED.

3

4 **SUP. KNABE, CHAIRMAN:** SUPERVISOR YAROSLAVSKY MOVES ITEM 26.

5 THE CHAIR WILL SECOND. WITHOUT OBJECTION, SO ORDERED.

6

7 **SUP. YAROSLAVSKY:** I HAVE ONE MOTION, AN URGENCY MOTION I WANT  
8 TO READ IN, MR. CHAIRMAN. IT'S BY MYSELF AND SUPERVISOR  
9 ANTONOVICH. ON NOVEMBER 18TH THE FEDERAL COMMUNICATIONS  
10 COMMISSION ISSUED A DECISION IN WHICH IT ESTABLISHED A SHOT  
11 CLOCK BY WHICH LOCAL JURISDICTIONS MUST TAKE FINAL ACTION ON  
12 LAND USE APPLICATIONS FOR THE SITING OF WIRELESS  
13 TELECOMMUNICATIONS FACILITIES, THAT BEING 90 DAYS FROM THE  
14 DATE OF FILING AN APPLICATION FOR COLLOCATED FACILITIES AND  
15 150 DAYS FOR OTHER WIRELESS APPLICATIONS. THESE NEW TIMEFRAMES  
16 WOULD APPLY TO ALL CASES EVEN IN THE CASE OF OUR COUNTY THOSE  
17 APPEALED FROM THE HEARING OFFICER AND/OR REGIONAL PLANNING  
18 COMMISSION UP TO THIS BOARD. IF THE COUNTY OR ANY OTHER  
19 JURISDICTION DOES NOT MEET THESE TIMELINES, THEN THE WIRELESS  
20 COMPANY CAN FILE SUIT CLAIMING THAT THE LOCAL JURISDICTION HAS  
21 FAILED TO ACT WITHIN THE REASONABLE PERIOD OF TIME THAT IS  
22 REQUIRED BY THE FEDERAL TELECOMMUNICATIONS ACT. IN COURT THE  
23 COUNTY WOULD THEN BE REQUIRED TO PRESENT EVIDENCE TO OVERCOME  
24 A PRESUMPTION THAT IT ACTED IN AN UNTIMELY MANNER. UP UNTIL  
25 THE F.C.C. DECISION, MOST COURTS HAD CONCLUDED THAT A



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1 JURISDICTION HAD ACTED WITHIN A REASONABLE PERIOD OF TIME AS  
2 LONG AS IT ACTED IN THE SAME TIMEFRAME FOR WIRELESS  
3 APPLICATIONS AS IT DID FOR OTHER ZONING PERMITS. THE BURDEN  
4 WAS ON THE WIRELESS INDUSTRY TO PROVE THAT THE TIME TAKEN WAS  
5 UNREASONABLE. THE F.C.C. RULING SWITCHES THAT BURDEN AND  
6 PLACES RELATIVELY SHORT TIMEFRAMES ON LOCAL GOVERNMENTS. AS A  
7 RESULT, THE RULING WILL REQUIRE GIVING SPECIAL FAVORED  
8 TREATMENT TO WIRELESS TELECOMMUNICATIONS APPLICATIONS OVER  
9 OTHER LAND USE APPLICATIONS. IN SHORT, THE F.C.C. DECISION  
10 UNDERMINES THE COUNTY'S ABILITY TO UTILIZE ITS TYPICAL ZONING  
11 PROCESSES WITH A CAREFUL AND THOROUGH CONSIDERATION OF  
12 WIRELESS FACILITIES, WHICH IS INCONSISTENT WITH THE RELEVANT  
13 FEDERAL LAW. WHILE THE F.C.C. CLAIMS ITS DECISION DOES NOT  
14 PRE-EMPT LOCAL ZONING, IT DOES EXACTLY THAT. FOR EXAMPLE, IN  
15 THE COUNTY, IF A PERMIT DECISION IS APPEALED UP TO THIS BOARD,  
16 A MAJORITY OF THE 150 DAYS WOULD BE TAKEN UP SIMPLY BY  
17 PROVIDING THE REQUIRED STATUTORY NOTICE OF THE VARIOUS  
18 HEARINGS. THAT THEN LEAVES LITTLE TIME FOR STAFF TO CONDUCT  
19 INITIAL REVIEW TO DETERMINE IF THE APPLICATION IS COMPLETE. TO  
20 ASSESS THE APPLICATION ON ITS MERIT AND PREPARE A STAFF REPORT  
21 WITH A RECOMMENDATION AND FOR COUNTY COUNSEL TO PREPARE FINAL  
22 FINDINGS AND/OR FINDINGS AND CONDITIONS FOR APPROVAL OR DENIAL  
23 OF THE APPLICATION. IT IS THE CONTENTION OF THE COUNTY THAT  
24 OTHER JURISDICTIONS-- AND OTHER JURISDICTIONS THAT IT IS  
25 DOUBTFUL THAT THE F.C.C. HAD THE LEGAL AUTHORITY TO MAKE THIS



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1 DECISION. BUT UNLESS CHALLENGED, IT WILL BE APPLIED TO THE  
2 COUNTY AND ALL OTHER LAND USE JURISDICTIONS IN THE COUNTY. THE  
3 COUNTY WAS PART OF A COALITION OF LOCAL GOVERNMENTS THAT  
4 PARTICIPATED IN THE F.C.C. PROCESS AND STRONGLY OPPOSED THE  
5 PROPOSED F.C.C. DECISION. THE COUNTY MAY ELECT TO APPEAL THE  
6 F.C.C.'S DECISION IN COURT EITHER ON ITS OWN OR WITH A  
7 COALITION OF ANOTHER COMBINATION OF PARTIES. UNDER FEDERAL  
8 LAW, SUCH AN APPEAL MUST BE FILED IN THE FEDERAL COURT OF  
9 APPEALS IN WHICH ONE OF THE PARTIES IS LOCATED. THE TIME FOR  
10 FILING SUCH AN APPEAL IS NORMALLY 60 DAYS. HOWEVER, THIS IS AN  
11 ISSUE OF NATIONWIDE INTEREST AND OTHER JURISDICTIONS ARE ALSO  
12 ENTITLED TO FILE SUIT IN THEIR FEDERAL COURT OF APPEALS. IF  
13 THE CASE IS FILED IN MORE THAN ONE CIRCUIT, THEN A LOTTERY  
14 SYSTEM IS USED TO DETERMINE WHICH CIRCUIT WILL HEAR THE  
15 APPEAL. WE LEARNED ONLY YESTERDAY THAT IN ORDER FOR A SPECIFIC  
16 CIRCUIT COURT TO BE CONSIDERED AS PART OF THE LOTTERY PROCESS,  
17 THE NOTICE OF APPEAL MUST BE FILED EARLIER; THAT IS, WITHIN 10  
18 BUSINESS DAYS OF THE F.C.C. DECISION. THAT 10-DAY DEADLINE IS  
19 THIS THURSDAY, DECEMBER 3RD, 2009. WE THEREFORE MOVE THAT THE  
20 BOARD OF SUPERVISORS, FIRST, FIND THAT THERE IS A NEED TO TAKE  
21 IMMEDIATE ACTION AND THAT THE NEED TO TAKE ACTION CAME TO THE  
22 ATTENTION OF THE BOARD SUBSEQUENT TO THE POSTING OF THE  
23 BOARD'S AGENDA, PURSUANT TO GOVERNMENT CODE SECTION 54954.2  
24 B2; SECOND AUTHORIZE THE COUNTY COUNSEL ON OR BEFORE DECEMBER  
25 3RD, 2009 TO EITHER FILE A NOTICE OF APPEAL, PETITION FOR



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1 REVIEW IN THE NINTH CIRCUIT COURT OF APPEALS OR JOIN WITH  
2 OTHER PARTIES TO FILE AN APPEAL IN ANOTHER CIRCUIT FOLLOWING  
3 COMPLETION OF DISCUSSIONS WITH THE COUNTY'S OUTSIDE LAW FIRM  
4 ON THESE ISSUES AND WITH OTHER LOCAL GOVERNMENTS WHO ARE ALSO  
5 CONTEMPLATING LEGAL ACTION. AND, FINALLY, AUTHORIZE COUNTY  
6 COUNSEL TO THEREAFTER TAKE APPROPRIATE ADDITIONAL STEPS TO  
7 PROTECT THE COUNTY'S RIGHTS ON APPEAL IN THIS MATTER.

8

9 **SUP. KNABE, CHAIRMAN:** MOVED BY-- FIRST OF ALL, THE CHAIR WILL  
10 MOVE URGENCY. SECONDED BY SUPERVISOR YAROSLAVSKY. WITHOUT  
11 OBJECTION, SO ORDERED. ON THE MOTION, THEN WITH THE FINDING OF  
12 URGENCY, MOVED BY SUPERVISOR YAROSLAVSKY. SECONDED BY  
13 SUPERVISOR ANTONOVICH. WITHOUT OBJECTION. SO ORDERED. THIS IS  
14 AN INTERESTING END RUN, ISN'T IT? OKAY. ALL RIGHT. SO WE'RE  
15 GOING TO MOVE ITEM 1. AND MOVED BY SUPERVISOR YAROSLAVSKY. THE  
16 CHAIR WILL SECOND. WITHOUT OBJECTION, SO ORDERED. I'LL DO MY  
17 ADJOURNMENTS. ARE YOU THROUGH, SUPERVISORS? FIRST OF ALL, THIS  
18 WILL BE ALL MEMBERS, I MOVE THAT WE ADJOURN IN MEMORY OF  
19 SERGEANT MARK RENNINGER, OFFICER RONALD OWENS, OFFICER TINA  
20 GRISWALD AND OFFICER GREG RICHARDS WHO WERE GUNNED DOWN IN A  
21 COFFEE SHOP IN PARKLAND, WASHINGTON. ALL FOUR WERE PRONOUNCED  
22 DEAD AT THE SCENE. THIS IS ANOTHER SAD REMINDER THAT OUR  
23 PUBLIC SAFETY OFFICERS CONTINUE TO PUT THEIR LIVES ON THE LINE  
24 EACH DAY TO KEEP OUR COMMUNITY SAFE. SO WE ARE DEEPLY SADDENED  
25 BY THIS TRAGIC EVENT AND PRAY THAT THEIR FAMILIES, FRIENDS,





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1 COWORKERS AND THE COMMUNITY THEY SERVE FINDS SOME SOLACE  
2 DURING THIS VERY DIFFICULT TIME. ALL MEMBERS. ALSO THAT WE  
3 ADJOURN IN MEMORY OF CAROL LEGROS, A LONGTIME RESIDENT OF NEW  
4 ORLEANS AND MOTHER-IN-LAW OF MY STAFF MEMBER GAIL LEGROS AND  
5 MOTHER OF ROGER AND DREUX. SO DAUGHTER MICHELLE AND TWO  
6 GRANDCHILDREN. SHE WILL DEEPLY BE MISSED BY FAMILY AND  
7 FRIENDS. ALSO WE ADJOURN IN MEMORY OF A GOOD FRIEND, MR.  
8 FOSTER HOOPER, OWNER AND OPERATOR OF STORE N SAVE IN LONG  
9 BEACH WHO PASSED AWAY LAST WEEK AT THE AGE OF 69. HE WAS A  
10 VERY HARD WORKER, ENJOYED MANY THINGS, ENJOYED SPENDING TIME  
11 WITH HIS GRANDKIDS, TELLING STORIES, FOOTBALL GAMES AND FOR  
12 S.C., FISHING AND FIXING THINGS. HE WAS ACTIVE IN MANY  
13 ORGANIZATIONS, INCLUDING THE ROTARY CLUB OF LONG BEACH, THE  
14 LONG BEACH YACHT CLUB, THE JONATHAN JAKES CHILDREN'S CANCER  
15 CENTER AND THE MILLER CHILDREN'S HOSPITAL. HE'S SURVIVED BY  
16 HIS WIFE OF 47 YEARS, MARI, TWO SONS BRADFORD AND KOREY, THREE  
17 GRANDCHILDREN AND A BROTHER. HE DIED OF A MASSIVE HEART ATTACK  
18 THAT JUST TWO MONTHS AGO AFTER A LONG FIGHT WITH CANCER WAS  
19 DECLARED CANCER-FREE. SAD. GREAT GUY. THEN ALSO WE ADJOURN IN  
20 MEMORY OF MR. TED HORN. HE SERVED ON THE CONSERVATION CORPS OF  
21 LONG BEACH'S ADVISORY COMMITTEE. BEEN A CHAMPION FOR THE CORPS  
22 FOR OVER 15 YEARS. HE'S SURVIVED BY HIS WIFE LYNNE, AND THEY  
23 CHILDREN. KIM, JEFF AND PAUL. THOSE ARE MY ADJOURNMENTS, SO  
24 ORDERED. I DON'T THINK I HELD ANY. I HELD 15? I DID IT FOR A  
25 PURPOSE. I HELD ITEM 15. I SUPPORT THIS. THIS IS ONE OF THE



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1 THINGS WE ARE WAITING BACK FOR ON THE ACTION THAT WE WERE  
2 DISCUSSING A FEW WEEKS AGO. AND I THINK THIS NEEDS TO BE PUT  
3 IN PERSPECTIVE WITH EVERYTHING ELSE THAT'S GOING ON. AND AGAIN  
4 AS WE BRING IN MOTION IN UPON MOTION, ABOUT HEALTH AND SAFETY  
5 THAT THIS CHILD WELLNESS POLICY REALLY INCLUDES A MECHANISM  
6 FOR DOING A LOT OF THINGS THAT WE TALKED ABOUT A FEW WEEKS  
7 AGO. SO WITH THAT, I'LL MOVE IT. SECONDED BY SUPERVISOR  
8 YAROSLAVSKY. WITHOUT OBJECTION, SO ORDERED. WE'LL CALL THE  
9 REPORTS UP. OKAY. WE'RE GOING TO START WITH ITEM NO. 72. THE  
10 C.E.O. RISK MANAGEMENT REPORT. THEN WE'LL DO 69. THEN WE'LL DO  
11 73 AND THEN WE'LL DO 68. DID HE SIGN UP FOR THESE? NO, HE  
12 DIDN'T SIGN UP. OKAY.

13

14 **STEVE NYBLOM:** STEVE NYBLOM, CHIEF EXECUTIVE OFFICE. THIS IS  
15 THE FIRST REPORT OF FOUR. THE RISK MANAGEMENT ANNUAL REPORT  
16 HAS BEEN PUBLISHED FOR SIX YEARS NOW. AND IT'S DESIGNED TO  
17 GIVE YOU AND THE DEPARTMENTS AN IDEA OF WHAT THE LOSS HISTORY  
18 IS, FREQUENCY AND EXPENSE IN THE VARIOUS DEPARTMENTS. THE  
19 INTENT IS THAT DEPARTMENTS CAN LOOK AT THIS DOCUMENT AND HELP  
20 TO DECIDE HOW THEY'RE GOING TO FOCUS THEIR ACTIVITIES MOVING  
21 FORWARD. IF I COULD DIRECT YOUR ATTENTION TO PAGE 3 OF THE  
22 REPORT, THERE IS A VARIETY OF INFORMATION HERE IN THIS SECTION  
23 THAT TALKS ABOUT THE RESULTS THAT HAVE OCCURRED COUNTYWIDE.  
24 THE WORKERS' COMPENSATION PROGRAM HAS BEEN RELATIVELY STABLE  
25 FROM AN EXPENSE STANDPOINT. THAT'S A SUCCESS OF LEGISLATIVE



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1 REFORM FROM SEVERAL YEARS AGO. THE FREQUENCY OF OUR CLAIMS  
2 RELATIVE TO THE NUMBER OF EMPLOYEES WE HAVE HAS ALSO DECREASED  
3 A LITTLE BIT. SO THAT'S ANOTHER SUCCESS OF THE EFFORTS THAT  
4 OCCUR FROM A LOSS PREVENTION OR SAFETY STANDPOINT. SO WE'RE  
5 GOING TO CONTINUE THOSE EFFORTS TO MINIMIZE THE COSTS GOING  
6 FORWARD. ON PAGE 4, WE GO BEYOND WORKERS' COMPENSATION AND  
7 START TALKING ABOUT STATE LABOR CODE 4850 AND SALARY  
8 CONTINUATION EXPENSES. UNFORTUNATELY IN THE LAST YEAR, THE  
9 4850 EXPENSES HAVE INCREASED SUBSTANTIALLY IN THE SHERIFF'S  
10 DEPARTMENT AND THE FIRE DEPARTMENT. AND WE WORKED WITH THOSE  
11 DEPARTMENTS TO STUDY THOSE RESULTS AND DETERMINED THAT IT WAS  
12 A COMBINATION OF EMPLOYEES WHO WERE HAVING 25 OR MORE YEARS OF  
13 SERVICE WHO WERE NOW AVAILING THEMSELVES OF THE BENEFITS IN AN  
14 INCREASING MANNER. THERE WAS ALSO A LARGER NUMBER OF CLAIMS  
15 FILED, WHICH WAS PRIMARILY A RESULT OF A LARGER NUMBER OF  
16 ELIGIBLE EMPLOYEES IN THOSE DEPARTMENTS. WE'RE GOING TO  
17 CONTINUE TO EVALUATE THIS ON A MONTH BY MONTH BASIS  
18 SPECIFICALLY WITH THESE TWO DEPARTMENTS TO TRY TO IDENTIFY  
19 WHAT WE CAN DO TO MINIMIZE THOSE EXPENSES MOVING FORWARD. THE  
20 VEHICLE LIABILITY FREQUENCY HAS BEEN RELATIVELY STABLE. EVEN  
21 THOUGH WE HAVE DRIVEN A SUBSTANTIALLY MORE NUMBER OF MILES.  
22 OUR EXPENSES CONTINUE TO BE DRIVEN LARGELY BY ONE LARGE  
23 LIABILITY LOSS FROM SEVERAL YEARS AGO. THERE WILL BE ANOTHER  
24 PAYMENT ON THAT PARTICULAR CLAIM IN THIS CURRENT FISCAL YEAR.  
25 BUT AFTER THAT, THAT ONE WILL NO LONGER BE PART OF THE VEHICLE



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1 LIABILITY RESULTS. THE GENERAL LIABILITY CATEGORY IS A VERY  
2 DIVERSE CATEGORY. IT INCLUDES SUCH ITEMS AS POLICE LIABILITY  
3 OR LAW ENFORCEMENT LIABILITY, EMPLOYMENT PRACTICES LIABILITY,  
4 DANGEROUS CONDITIONS AND YOUR ROUTINE AND GENERAL LIABILITY  
5 LIKE SLIPS AND FALLS AND THAT TYPE OF THING. THERE WERE  
6 SEVERAL AREAS WHERE WE NOTICED INCREASED EXPENSES, AND THESE  
7 WERE AGAIN LARGELY DRIVEN BY SEVERAL VERY LARGE CLAIMS THAT  
8 YOUR BOARD IS QUITE AWARE OF. THERE WAS A DECREASE IN THE  
9 NUMBER OF CLAIMS IN THE LAST FISCAL YEAR RELATED TO POLICE  
10 LIABILITY OR LAW ENFORCEMENT CLAIMS. NOW, THAT'S IN CONTRAST  
11 WITH THE INCREASED NUMBER OF LAWSUITS THAT RELATE TO THESE  
12 TYPE OF CLAIMS. NOW, ONE OF THE THINGS THAT YOUR BOARD NEEDS  
13 TO REMEMBER IS THERE IS A LAG TIME BETWEEN WHEN THE CLAIMS ARE  
14 FILED AND WHEN A LAWSUIT COMES. SO IT'S NOT INCONSISTENT TO  
15 HAVE A DECREASE IN FREQUENCY IN ONE AREA RIGHT NOW AND AN  
16 INCREASE IN LAWSUITS IN THAT SAME CATEGORY FOR THE SAME FISCAL  
17 YEAR. MEDICAL MALPRACTICE WAS THE SAME. THERE WAS A DECREASE  
18 IN CLAIM FREQUENCY, BUT THERE HAS BEEN AN INCREASE IN THE  
19 NUMBER OF LAWSUITS. ON PAGE 5 OF THE REPORT, WE WANTED TO GIVE  
20 SPECIAL RECOGNITION TO A COUPLE OF DEPARTMENTS WHO WE THINK  
21 REALLY EXEMPLIFY GOOD RISK MANAGEMENT PRACTICE IN THE COUNTY,  
22 THOSE BEING THE DEPARTMENT OF PUBLIC WORKS AND THE INTERNAL  
23 SERVICES DEPARTMENT. THIS PAGE INCLUDES SOME OF THEIR RESULTS  
24 THAT THEY HAVE EXPERIENCED OVER AN EXTENDED PERIOD OF TIME.  
25 AND WHAT IT DEMONSTRATES IS PROPER MANAGEMENT SUPPORT FROM THE



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1 TOP, PROPER STAFFING FOR ALL OF THE RISK MANAGEMENT-RELATED  
2 FUNCTIONS AND AN ONGOING EFFORT BY ALL OF THE EMPLOYEES REALLY  
3 DOES HELP DIMINISH COSTS. AND WHAT'S LISTED ARE THEIR  
4 DECREASES IN WORKERS' COMPENSATION LOSS AND AN EFFORT FROM A  
5 RETURN TO WORK STANDPOINT. ONE OF THE THINGS THAT WE BELIEVE  
6 IS CRITICAL TO THE IMPORTANCE OF RISK MANAGEMENT IN THE COUNTY  
7 IS ESTABLISHING RISK MANAGEMENT BEST PRACTICES THROUGHOUT THE  
8 COUNTY IN EACH AND EVERY ONE OF THE DEPARTMENTS. PAGES 9, 10  
9 AND 11 INCLUDE RECOMMENDATIONS THAT WE HAVE FOR DEPARTMENTS TO  
10 CONSIDER AS BEST PRACTICES THAT THEY MAY BE ABLE TO IMPLEMENT  
11 IN THEIR DEPARTMENTS. SOME DEPARTMENTS ARE DIFFERENT THAN  
12 OTHERS, THEREFORE NOT ALL OF THESE APPLY. BUT WE WOULD LIKE TO  
13 SEE EACH OF THE DEPARTMENTS EVALUATE THESE AND DECIDE WHETHER  
14 OR NOT THESE ARE APPROPRIATE FOR THEIR DEPARTMENTS. THE FIRST  
15 SECTION IS ABSOLUTELY CRITICAL. THE VERY FIRST BULLET POINT,  
16 DEPARTMENTAL MANAGEMENT SHOULD REGULARLY DEMONSTRATE  
17 COMMITMENT TO RISK MANAGEMENT PRINCIPLES AND MUST ESTABLISH  
18 ANNUAL RISK MANAGEMENT GOALS. THERE IS NOW A REQUIREMENT FOR  
19 DEPARTMENT HEADS TO HAVE PERFORMANCE GOALS RELATED TO RISK  
20 MANAGEMENT. THAT IS, AGAIN, STARTING AT THE TOP IN THE  
21 DEPARTMENT AND PERMEATING DOWN. THAT'S THE WAY IT NEEDS TO  
22 HAPPEN. AND THAT HASN'T NECESSARILY ALWAYS FOLLOWED THROUGH TO  
23 ALL LEVELS OF THE DEPARTMENTS IN THE PAST. WE CONTINUE TO WORK  
24 WITH THE DEPARTMENTS TO SUPPORT THEM IN THEIR EFFORTS WHETHER  
25 IT IS THESE PERFORMANCE GOALS, WHETHER IT IS THE RISK EXPOSURE



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1 COST AVOIDANCE PLANS WHICH DEPARTMENTS HAVE DEVELOPED TO HELP  
2 MINIMIZE THEIR RISK, WHETHER IT'S SPECIFICALLY EVALUATING THE  
3 RISK IN THOSE DEPARTMENTS RELATIVE TO THEIR COST REDUCTION  
4 GOAL THAT WAS ESTABLISHED AS PART OF THEIR LEGAL EXPOSURE  
5 REDUCTION COMMITTEE. SO THAT IS ONE PIECE OF THIS RISK  
6 MANAGEMENT COMPONENT THAT REALLY NEEDS TO BE STRESSED AND  
7 CONTINUES TO BE STRESSED BY YOUR BOARD. AND WE'RE GOING TO  
8 KEEP WORKING WITH THOSE DEPARTMENTS TO IMPLEMENT THE BEST  
9 PRACTICES THAT WE IDENTIFY THAT ARE APPROPRIATE FOR THOSE  
10 DEPARTMENTS. THERE IS A CHART ON PAGE 13 WHICH HIGHLIGHTS  
11 WORKERS' COMPENSATION EXPENSES AS PROJECTED PRIOR TO REFORMS  
12 IN 2003, 2004. YOUR BOARD SENT A FIVE-SIGNATURE LETTER TO THE  
13 GOVERNOR TO SUPPORT THE REFORMS OF THAT TIME; AND AS A RESULT  
14 OF THOSE EFFORTS, THE COUNTY'S WORKERS' COMPENSATION EXPENSE,  
15 WHICH WAS PROJECTED TO BE ALMOST \$1 BILLION THIS YEAR, HAS  
16 COME IN AT UNDER \$300 MILLION. SO THE REFORMS HAVE BEEN  
17 PHENOMENAL IN TERMS OF AFFECTING THE COUNTY'S ABILITY TO HELP  
18 MAINTAIN COSTS. THIS CHART DEMONSTRATES WHAT THOSE-- WHAT OUR  
19 EXPENSES WOULD HAVE GROWN TO WITHOUT REFORMS, AND IT ALSO  
20 DEMONSTRATES WHAT WE THOUGHT WAS GOING TO HAPPEN WHEN THE  
21 REFORMS WERE PUT IN PLACE. THE COUNTY'S RESULTS ARE EVEN  
22 BETTER THAN WHAT WE ANTICIPATED IN 2005 BASED ON THE RESULTS  
23 THAT HAVE COME IN. THAT'S A STRONG STATEMENT OF THE SUCCESS OF  
24 THE WORKERS' COMPENSATION PROGRAM THAT WE HAVE. THE REMAINDER  
25 OF THE REPORT IS STATISTICS, BY DEPARTMENT, BY VEHICLE





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1 LIABILITY, GENERAL LIABILITY, MEDICAL MALPRACTICE, WORKERS'  
2 COMPENSATION, SALARY CONTINUATION. I WOULD BE HAPPY TO ANSWER  
3 ANY QUESTIONS ABOUT THE REPORT.

4

5 **SUP. KNABE, CHAIRMAN:** YEAH, I THINK WE HAVE A FEW. DO ALL THE  
6 DEPARTMENTS HAVE RISK MANAGERS IN PLACE?

7

8 **STEVE NYBLOM:** ALL DEPARTMENTS HAVE PEOPLE WHO ARE IDENTIFIED  
9 AS A RISK MANAGEMENT COORDINATOR. THAT PERSON IS SOMEBODY WHO  
10 OFTEN HAS COLLATERAL DUTIES, WHICH IS-- I MEAN THAT'S  
11 APPROPRIATE FOR MANY DEPARTMENTS WHO ARE NOT LARGE ENOUGH TO  
12 WARRANT FULL-TIME RISK MANAGER. THE LARGER DEPARTMENTS HAVE  
13 DESIGNATED RISK MANAGERS WHO THAT IS THEIR FULL-TIME JOB. BUT  
14 EVERYBODY HAS A DESIGNATED PERSON.

15

16 **SUP. KNABE, CHAIRMAN:** BUT EVERY DEPARTMENT HAS SOMEBODY OR  
17 SOMETHING IN PLACE TO DEAL WITH RISK MANAGEMENT? ARE THERE  
18 DEPARTMENTS THAT NEED IMPROVEMENT? I MEAN IS EVERYONE ON  
19 BOARD, I GUESS IS MY QUESTION?

20

21 **STEVE NYBLOM:** EVERY DEPARTMENT HAS A NAMED RISK MANAGEMENT  
22 COORDINATOR.

23

24 **SUP. KNABE, CHAIRMAN:** OKAY. BY A NAME, BUT I MEAN, ARE THEY  
25 PARTICIPATING?





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1

2 **STEVE NYBLOM:** THE LARGE DEPARTMENTS HAVE REGULAR  
3 REPRESENTATION AT OUR MEETINGS AND THE EFFORTS THAT WE HAVE.  
4 THE SMALLER DEPARTMENTS DON'T ALWAYS SEND A RISK MANAGEMENT  
5 COORDINATOR, BUT THEY MAY SEND A SUBORDINATE STAFF MEMBER.

6

7 **SUP. KNABE, CHAIRMAN:** I GUESS MY CONCERN IS SETTLEMENTS,  
8 JUDGMENTS, THE LEGAL EXPENSES COME DIRECTLY OUT OF THE  
9 DEPARTMENT'S BUDGET. IS THE MESSAGE GETTING OUT THAT'S REALLY  
10 A WASTE OF RESOURCES THAT'S IMPACTING THEIR PARTICULAR  
11 DEPARTMENT?

12

13 **STEVE NYBLOM:** I THINK THE MESSAGE HAS BEEN GETTING OUT AND HAS  
14 BEEN GOTTEN OUT MUCH BETTER IN THE PAST YEAR BASED ON SEVERAL  
15 OF THE MOTIONS FROM YOUR BOARD. AND THE AWARENESS OF RISK  
16 MANAGEMENT IN THE COUNTY IS, I THINK, AT THE HIGHEST LEVEL  
17 IT'S BEEN IN THE SIX YEARS THAT I'VE BEEN HERE WITH THE  
18 COUNTY. SO I THINK IT'S BEEN A VERY SUCCESSFUL YEAR AND I LOOK  
19 FORWARD TO THE PROGRAMS THAT WE'RE IMPLEMENTING RIGHT NOW AND  
20 SEEING THE BENEFITS OF THOSE IN THE FUTURE.

21

22 **SUP. KNABE, CHAIRMAN:** SO YOU THINK THE CURRENT CORRECTIVE  
23 ACTION PLAN/PROCESS IS WORKING RIGHT NOW? ANY ADDITIONAL WORK  
24 THAT NEEDS TO BE DONE?

25



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1     **STEVE NYBLOM:** THE CORRECTIVE ACTION PLAN PROCESS IS  
2     FUNDAMENTALLY SOUND IN WHAT IT'S INTENDED TO DO. HAVING  
3     CORRECTIVE ACTION PLANS DEVELOPED AND IMPLEMENTED LONG BEFORE  
4     A SETTLEMENT OCCURS IS CRITICAL. THAT IS NOT NECESSARILY  
5     TAKING PLACE RIGHT NOW.

6

7     **C.E.O. FUJIOKA:** IF I CAN INTERJECT. WHAT STEVE MENTIONED ON  
8     THE FUNDAMENTAL LEVEL IT'S THERE, BUT, FOR EXAMPLE, WE'VE NOW  
9     ADDED RISK MANAGEMENT AND CORRECTIVE ACTION PLANS AS A VERY  
10    SPECIFIC M.A.P. GOAL NOT ONLY FOR THE DEPARTMENT HEAD BUT FOR  
11    EVERY PARTICIPANT, EVERY TIER 1 AND TIER 2 PARTICIPANT AT  
12    M.A.P. AND THAT TAKES IT DOWN TO THE DIVISION CHIEF LEVELS, TO  
13    SAY THAT NOT ONLY ARE THEY RESPONSIBLE FOR ENSURING ALL RISK  
14    MANAGEMENT ACTIVITIES TAKE PLACE, BUT ALSO TO ENSURE OVERSIGHT  
15    AND COMPLIANCE AND WITH A SPECIFIC EMPHASIS ON CORRECTIVE  
16    ACTION PLANS. CORRECT ACTION PLANS WERE PREPARED IN THE PAST,  
17    BUT AS FAR AS DEMANDING ABSOLUTE COMPLIANCE? THAT'S THE LEVEL  
18    WE HAVE TO TAKE IT TO. THERE'S IMPROVEMENT. WE HAVE THE  
19    FOUNDATION FOR IT. BUT THERE'S A LOT OF IMPROVEMENT THAT HAS  
20    TO OCCUR.

21

22    **SUP. KNABE, CHAIRMAN:** WELL EVEN WITH M.A.P. GOALS, THE  
23    MANDATORY PROCESS IS IMPERATIVE THAT THAT HAPPENS BECAUSE  
24    OTHERWISE --

25



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1   **C.E.O. FUJIOKA:** ABSOLUTELY. OTHERWISE IT'S JUST THERE. IT'S A  
2   PIECE OF PAPER AND SAY "WELL, YEAH, I SHOULD HAVE LOOKED AT  
3   THAT" OR WHATEVER. BUT IT'S A CRITICAL ELEMENT. I DON'T KNOW,  
4   M.A.P. GOALS ARE OKAY, BUT THAT DOESN'T GET THE JOB DONE.

5

6   **C.E.O. FUJIOKA:** WELL WE'VE ALSO-- NOT ONLY JUST THE M.A.P.  
7   GOALS, BUT AT DEPARTMENT HEAD MEETINGS WE MADE A SPECIFIC  
8   REFERENCE TO THE CORRECTIVE ACTION PLANS. WE TOLD EACH  
9   DEPARTMENT HEAD THAT THEY'LL BE PERSONALLY HELD ACCOUNTABLE  
10   FOR ENSURING THAT CORRECTIVE ACTION PLANS, ONE, NOT ONLY ARE  
11   DEVELOPED AND THAT THEY APPROPRIATELY ADDRESS THE ISSUE BUT  
12   ALSO TO ENSURE THAT THEY'RE MONITORED AND COMPLIED WITH. AND  
13   SO THAT ONGOING MONITORING AND COMPLIANCE IS WHAT'S IMPORTANT,  
14   NOT JUST SAYING IT BUT MAKING SURE THEY DO IT.

15

16   **SUP. KNABE, CHAIRMAN:** AND HOW DO WE HOLD THEM ACCOUNTABLE  
17   OTHER THAN M.A.P. GOALS?

18

19   **STEVE NYBLOM:** THE R.E.C.A.P., RISK EXPOSURE COST AVOIDANCE  
20   PLAN PROCESS, WHICH IS UNDERWAY RIGHT NOW, ESTABLISHES GOALS  
21   AND ACTIVITIES FOR EACH DEPARTMENT. EACH DEPARTMENT DEVELOPS  
22   THEIR GOALS AND ACTIVITIES AS RELATED TO THEIR OWN RISK. THE  
23   MANDATE TO SUBMIT THOSE DOCUMENTS WAS DONE IN THE FALL OF THIS  
24   YEAR. AND THOSE REPORTS ARE COMING IN RIGHT NOW. AND AS THEY  
25   DO, THOSE WILL IDENTIFY ACTIVITIES AND GOALS FOR THE



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1 INDIVIDUAL DEPARTMENTS. OUR STAFF WILL WORK WITH THE  
2 DEPARTMENT STAFF ON THE IMPLEMENTATION OF THOSE GOALS. SO  
3 THERE WILL BE A FOLLOW UP AS TO THE ACTIVITIES THAT THOSE  
4 DEPARTMENTS HAVE COMMITTED TO, AND THERE WILL BE SOME  
5 RECORDING OF THE GOALS THAT THEY AGREED TO AND HOW THEY DID  
6 RELATIVE TO THOSE GOALS.

7

8 **SUP. KNABE, CHAIRMAN:** ALL RIGHT. ANY OTHER QUESTIONS?

9

10 **SUP. RIDLEY-THOMAS:** JUST ONE QUICK QUESTION, MR. CHAIR.

11

12 **SUP. KNABE, CHAIRMAN:** YES.

13

14 **SUP. RIDLEY-THOMAS:** WHICH MAY BE APPROPRIATELY POSED IN THE  
15 CONTEXT OF CLOSED SESSION, AND THAT IS THE RISK OR THE  
16 INCREASE IN LIABILITY RELATED TO LAW ENFORCEMENT ISSUES THAT  
17 MAY HAVE SOME POLICY IMPLICATIONS THAT MAY GO TO SOME OF THE  
18 LITIGATION CONCERNS THAT WE HAVE. AND I DON'T WISH TO PRESS  
19 THIS ISSUE TOO FAR IN THE CONTEXT OF THE OPEN SESSION, BUT MAY  
20 I SUGGEST THAT THAT SPECIFIC ASPECT BE REVISITED IN THE  
21 CONTEXT OF A CLOSED SESSION AT A POINT DEEMED APPROPRIATE BY  
22 THE CHAIR, BECAUSE THERE ARE SPECIFIC QUESTIONS THAT I THINK  
23 ARE WORTHY OF OUR EXAMINATION.

24



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1    **SUP. KNABE, CHAIRMAN:** OKAY. I MEAN, I'M NOT SURE-- YOU HAVE  
2    SPECIFIC THINGS THAT YOU'RE TALKING ABOUT THAT WE CAN ADDRESS?

3

4    **SUP. RIDLEY-THOMAS:** YEAH, I SPOKE IN TERMS OF LAW ENFORCEMENT.  
5    I MENTIONED THAT'S WHY I WANTED--

6

7    **SUP. KNABE, CHAIRMAN:** WE CAN DEAL WITH THAT. MAYBE HAVE A  
8    CLOSED SESSION ITEM ON THAT. REFER THAT TO CLOSED SESSION.

9

10   **SUP. RIDLEY-THOMAS:** AND SEVERAL PERSONS ARE LOOKING AT ME  
11   QUIZZICALLY AS IF I WASN'T CLEAR ON WHAT I WAS GOING TO SAY. I  
12   BEGAN TO GET A LITTLE CONCERNED, BECAUSE THE EXECUTIVE OFFICE  
13   --

14

15   **SUP. KNABE, CHAIRMAN:** DON'T LET THOSE LASER EYES BOTHER YOU.

16

17   **SUP. RIDLEY-THOMAS:** THEY REALLY UPSET ME, MR. CHAIR.  
18   [LAUGHING.]

19

20   **SUP. KNABE, CHAIRMAN:** ARE YOU MOVING IT IN TODAY.

21

22   **SUP. RIDLEY-THOMAS:** NO. I SAID AT A POINT DEEMED APPROPRIATE.  
23   BY THE NEW CHAIR. A GIFT, MADAME NEW CHAIR.

24

25   **SUP. KNABE, CHAIRMAN:** A GIFT FROM ME TO HER.



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1

2 **SUP. MOLINA:** YOU SAID THAT THE MOST POSITIVE ASPECT WAS THE  
3 STABILITY. CAN YOU DEFINE WHAT YOU CONSIDER STABILITY?

4

5 **STEVE NYBLOM:** IN THE WORKERS' COMPENSATION PROGRAM, WHICH IS  
6 HEAVILY INFLUENCED BY MEDICAL INFLATION AND OLD CLAIMS, HAVING  
7 A STABLE LOSS EXPENSE HISTORY, MEANING NOT 10, 15 PERCENT  
8 ANNUAL INCREASES LIKE WE EXPERIENCED IN THE TIME PERIOD OF  
9 ABOUT 10 YEARS AGO, THAT IS A VERY GOOD SUCCESS STORY. FROM A  
10 STATEWIDE STANDPOINT, WORKERS' COMPENSATION EXPENSES ARE  
11 INCREASING FOR EMPLOYERS THROUGHOUT THE STATE. FOR THE COUNTY  
12 TO BE ABLE TO HAVE A NOMINAL INCREASE YEAR OVER YEAR HAS BEEN  
13 A VERY GOOD IMPROVEMENT. ONE OF THE PROBLEMS WITH OUR SYSTEM  
14 IS THAT BECAUSE WE ARE A PAY-AS-YOU-GO SYSTEM, WE ARE  
15 CONTINUING TO PAY FOR CLAIMS THAT ARE 20 YEARS OLD, 30 YEARS  
16 OLD. WE'RE OBLIGATED TO BY LAW. SO THOSE EXPENSES ARE REALLY  
17 DRIVING A LOT OF OUR COSTS. AND AS THOSE INDIVIDUALS GET OLDER  
18 AND THEY BECOME MORE DIFFICULT TO TREAT OR MORE EXPENSIVE TO  
19 TREAT, WE ARE INCURRING THOSE COSTS NOW. SO FOR US TO BE ABLE  
20 TO HAVE STABLE COSTS, GIVEN THAT BACKGROUND, IS A VERY GOOD  
21 THING.

22

23 **SUP. MOLINA:** SO IF IN FACT, IF IT'S A GOOD THING, WE CAN ONLY  
24 SEE AN ESCALATION IN THOSE NUMBERS. SO HOW DO WE DIMINISH  
25 THOSE NUMBERS OF CLAIMS THAT ARE 20 AND 25 YEARS OLD?



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1

2 **STEVE NYBLOM:** MANY OF THOSE CLAIMS THAT ARE OF THAT AGE ARE  
3 ESTABLISHED SUCH THAT THOSE EMPLOYEES ARE ENTITLED TO LIFETIME  
4 MEDICAL BENEFITS RELATIVE TO THEIR INJURY. SO THERE IS NOT A  
5 LOT OF OPTIONS IN TERMS OF MINIMIZING THAT EXPENSE.

6

7 **SUP. MOLINA:** AND HOW IS THAT AUDITED? HOW DO YOU KNOW THAT  
8 THAT IS BEING DONE IN THAT FASHION?

9

10 **STEVE NYBLOM:** OUR C.E.O.'S WORKERS' COMPENSATION STAFF, IN  
11 CONJUNCTION WITH OUR CONTRACTED THIRD-PARTY ADMINISTRATORS,  
12 REGULARLY AUDIT THEIR FILES TO IDENTIFY HOW THOSE CLAIMS ARE  
13 BEING HANDLED AND WHETHER APPROPRIATE STEPS ARE BEING TAKEN.  
14 THE DEPARTMENTS-- SORRY.

15

16 **SUP. MOLINA:** YOU KNOW THAT FOR A FACT THAT THEY ARE AUDITING  
17 THAT AND THEY KNOW THAT? SO IF I WERE TO PULL A 25-YEAR-OLD  
18 ACCOUNT NOW AND GO THROUGH WORKMAN'S COMP ON THE INSURANCE  
19 COSTS, I MEAN ON THE MEDICAL COSTS THAT YOU SAY ARE UNKNOWN  
20 AND KEEP ESCALATING, AND LET'S SAY SOMEBODY WENT OUT ON A BAD  
21 BACK, SO IF THEY HAVE A BROKEN ARM, AM I ENTITLED TO COVER  
22 THAT? ARE THEY ENTITLED TO CHARGE ME FOR IT?

23

24 **STEVE NYBLOM:** I WOULD SAY NO.

25





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The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA:** IS THAT AUDITED?

2

3    **STEVE NYBLOM:** YES. THE FILES ARE REGULARLY AUDITED BY THE  
4    C.E.O. SUPERVISION WHO WORK AT THOSE LOCATIONS FOR ALL ASPECTS  
5    OF THAT HANDLING OF THE CLAIM.

6

7    **C.E.O. FUJIOKA:** NORMALLY WHEN A REFERRAL-- BECAUSE I SPENT A  
8    NUMBER OF YEARS IN WORKERS' COMP AT ONE TIME IN MY LIFE.  
9    NORMALLY FOR A CASE LIKE THAT, A REQUEST WOULD COME IN FOR  
10   AUTHORIZED TREATMENT FOR THAT PARTICULAR INJURY OR AILMENT.  
11   THE MOST DIFFICULT CASES WERE, SAY, IN SOME OF OUR SAFETY  
12   SERIES WHERE THERE PRESUMPTIVE CLAUSES, BUT IF THERE'S A CASE  
13   THAT YOU'VE MENTIONED WHERE THE CLAIM IS FOR A BACK AND A  
14   PERSON GOES TO THE DOCTOR AND SAYS IT'S FOR MY BROKEN ARM,  
15   THAT'S A CASE THAT WOULD NOT BE AUTHORIZED. BUT IF YOU HAVE A  
16   SITUATION WITH SOME OF THE PRESUMPTIVE CLAUSES THAT REPRESENT  
17   THE GREATEST COST TO OUR SYSTEM, FOR A HEART CONDITION--

18

19   **SUP. MOLINA:** IN JUST IN THAT CASE ALONE, I AM TO ASSUME, AND  
20   YOU'RE TELLING ME, THAT THAT IS AUDITED AND THAT IS NOT PAID  
21   OUT.

22

23   **C.E.O. FUJIOKA:** IT IS NOT PAID OUT. AND SUBSEQUENT TO THE-- AS  
24   PART OF ONGOING AUDIT PROCESS, WE ENSURE THAT MISTAKES LICK  
25   THAT ARE NOT MADE. THAT'S PART OF THE AUDITING PROCESS. BUT



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1 THE FIRST POINT, FIRST DECISION POINT IS WHEN THE REQUESTS FOR  
2 THE AUTHORIZATION COMES FORWARD FROM THE TREATING PHYSICIAN TO  
3 ACTUALLY PROVIDE TREATMENT OR TO OPERATE OR TO WHATEVER  
4 PROVIDE SOME TYPE OF SERVICE FOR THAT PARTICULAR INJURY, AT  
5 THAT POINT IT'S DENIED. IN MOST OFFICES, MOST PHYSICIAN  
6 OFFICES, H.M.O.S, HOSPITALS, WILL NOT PROVIDE THAT SERVICE IF  
7 THEY'RE NOT GUARANTEED PAYMENT.

8

9 **SUP. MOLINA:** THERE'S NO DOUBT. I'M JUST WONDERING HOW MANY  
10 DENIALS THERE HAVE BEEN FOR THOSE 25-YEAR-OLD CASES.

11

12 **STEVE NYBLOM:** I CAN'T GIVE YOU A NUMBER AS TO HOW MANY DENIALS  
13 THERE ARE.

14

15 **SUP. MOLINA:** I BET THERE'S BEEN NONE.

16

17 **STEVE NYBLOM:** I WOULD SUGGEST THAT THERE HAVE BEEN A LOT.

18

19 **SUP. MOLINA:** IT WOULD BE WORTH CHECKING.

20

21 **C.E.O. FUJIOKA:** THE AUDIT REPORTS ARE SOMETHING THAT WE'D BE  
22 MORE THAN HAPPY TO BRING BACK, AT LEAST THE RESULTS.

23

24 **SUP. MOLINA:** I THINK SOMEBODY SHOULD LOOK AT THEM.

25



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1   **C.E.O. FUJIOKA:** ABSOLUTELY, THEY'RE DONE. BUT WE CAN PROVIDE  
2   YOU THAT INFORMATION AT YOUR REQUEST.

3

4   **SUP. MOLINA:** I STILL CONTINUE TO BE SHOCKED AT THE NUMBER OF  
5   WORKMAN'S COMP CASES WE HAVE ON THE RECORD. NOW IS THERE A  
6   RECOMMENDATION ON HOW TO DEAL WITH IT ON A DIFFERENT LEVEL  
7   OTHER THAN HOW WE'RE DEALING WITH THEM NOW?

8

9   **C.E.O. FUJIOKA:** WHAT'S ALWAYS BEEN CHARACTERIZED AS I THINK  
10   THE TERM IN THE INDUSTRY REFERS TO A TAIL, THE WORKER'S COMP  
11   TAIL, WHEN I WAS WITH THE CITY OF L.A. RUNNING THEIR WORKER'S  
12   COMP PROGRAM IN '97, THEY STILL HAD A CASE IN 1912 FOR A  
13   PERSON WHO WAS INJURED THEN AND WHO RECEIVED LIFETIME MEDICAL.  
14   AND THAT WAS STILL AN OPEN CASE. THIS INDIVIDUAL WAS CLOSE--  
15   THIS WAS ABOUT A HUNDRED YEARS OLD AND ONCE A YEAR WOULD GET  
16   AN OPERATION FOR HIS HEART. HE WAS A FIREFIGHTER BACK IN 1912.  
17   WE WILL HAVE CASES THAT ARE 20, 30, SOMETIMES 40 YEARS OLD  
18   DEPENDING UPON HOW LONG A PERSON LIVES. AND IF A PERSON, SAY,  
19   WAS INJURED AND LEFT COUNTY SERVICE IN THEIR 40S, THEY CAN  
20   EASILY LIVE INTO THEIR MID 80S TO 90S AND WE WILL HAVE A 45,  
21   50-YEAR-OLD CASE.

22

23   **SUP. MOLINA:** I UNDERSTAND THAT. BUT I GUESS THE QUESTION I'M  
24   ASKING IS DIFFERENT. THE QUESTION IS IF YOU WERE TO LOOK AT  
25   THAT AS A RISK, YOU NEED TO KNOW WHAT THAT TOTAL RISK IS,



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1 RIGHT? BECAUSE SOME THINGS YOU DEFINED IN THE REPORT IS THAT  
2 THE UNKNOWN IS THE ESCALATING MEDICAL INCREASES. THE UNKNOWN  
3 IS HOW MANY YEARS THAT INDIVIDUAL WILL LIVE, THAT WE WERE  
4 GOING TO CONTINUE TO PAY THAT. BUT THERE'S A POINT IN TIME  
5 WHERE YOU HAVE TO SAY THIS IS COSTING TOO MUCH MONEY. IS THERE  
6 ANOTHER WAY TO HANDLE THIS? YES OR NO?

7

8 **STEVE NYBLOM:** YES.

9

10 **SUP. MOLINA:** IS THAT BEING ANALYZED?

11

12 **STEVE NYBLOM:** OUR STAFF ANALYZES APPROACHES TO WORKER'S  
13 COMPENSATION ON AN ONGOING BASIS.

14

15 **SUP. MOLINA:** ON THAT ISSUE ALONE, WHAT HAVE THEY CONCLUDED?

16

17 **STEVE NYBLOM:** WITH REGARD TO MEDICAL INFLATION AND THE LONG  
18 TAIL CLAIMS, THERE IS NOT AN EFFECTIVE SOLUTION AT THIS TIME.  
19 WE CANNOT CONTROL MEDICAL INFLATION.

20

21 **SUP. MOLINA:** I KNOW. BUT IS THERE ANOTHER WAY TO HANDLE,  
22 THAT'S WHAT I'M ASKING THE QUESTION. I KNOW YOU CAN'T CONTROL  
23 MEDICAL INFLATION.

24

25 **C.E.O. FUJIOKA:** I THINK ONE THING THAT HAS TO BE RECOGNIZED--



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1

2 **SUP. MOLINA:** ARE PEOPLE'S LONG LIFE.

3

4 **C.E.O. FUJIOKA:** ONCE A PERSON IS AWARDED FUTURE MEDICAL, FROM  
5 THAT POINT ON, HE OR SHE IS ENTITLED TO APPROPRIATE MEDICAL  
6 CARE FOR THAT INJURY OR AILMENT ESSENTIALLY UNTIL THEY DIE.

7

8 **SUP. MOLINA:** I UNDERSTAND. BUT THERE'S ALSO A WAY THAT YOU  
9 COULD LOOK AT ALL OF THEM AND CREATE SOME KIND OF SETTLEMENT  
10 THAT COULD BE CARRIED OUT.

11

12 **C.E.O. FUJIOKA:** THERE HAS BEEN-- THEY CALL THEM A COMPROMISING  
13 RELEASE. THERE HAVE BEEN C.M.R.S COMPROMISING RELEASE OR  
14 SETTLEMENTS ENTERED INTO WORKERS' COMP CASES, BUT IN MY  
15 EXPERIENCE-- AND AT ONE POINT I HAD A CASELOAD OF OVER 600  
16 WORKERS' COMP CASES-- IN MY EXPERIENCE, A COMPROMISING RELEASE  
17 WOULD DEAL WITH SAY THAT PARTICULAR INJURY BUT ALSO RESULT IN  
18 THE PERSON SEPARATING FROM COUNTY SERVICE.

19

20 **SUP. MOLINA:** I UNDERSTAND THAT. WHAT I'M ASKING THE QUESTION  
21 IN RISK MANAGEMENT, WHEN YOU SEE A NUMBER, AND AGAIN IT'S THE  
22 NUMBER THAT YOU CAN'T CONTROL, TWO THINGS: HOW LONG A PERSON  
23 WILL LIVE, YOU CAN'T CONTROL WHAT THE MEDICAL COSTS ARE GOING  
24 TO BE. YOU CAN LOOK INTO A SETTLEMENT.

25



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1    **C.E.O. FUJIOKA:** WE CAN. WE CAN LOOK AT THAT.

2

3    **SUP. MOLINA:** I DON'T SEE YOU DOING THAT.

4

5    **C.E.O. FUJIOKA:** BECAUSE NORMALLY WHEN THAT ISSUE IS BROACHED,  
6    WHEN IT'S PRESENTED TO A CLAIMANT, IT IS USUALLY DENIED.  
7    BECAUSE THAT FUTURE MEDICAL IS PROBABLY THE MOST IMPORTANT  
8    BENEFIT THEY GET OUT OF WORKER'S COMP.

9

10   **SUP. MOLINA:** I UNDERSTAND THAT.

11

12   **C.E.O. FUJIOKA:** IT'S NOT THE DOLLAR BILL. BUT YOU'RE RIGHT. WE  
13   COULD ENTER INTO DISCUSSIONS WITH THOSE INDIVIDUALS. WE COULD  
14   DO THAT.

15

16   **SUP. MOLINA:** IT SHOULD BE A GOAL FOR RISK MANAGEMENT.

17

18   **C.E.O. FUJIOKA:** I UNDERSTAND.

19

20   **SUP. MOLINA:** RIGHT?

21

22   **STEVE NYBLOM:** I'M SORRY. I DIDN'T HEAR THAT.

23

24   **SUP. MOLINA:** IT SHOULD BE A GOAL FOR RISK MANAGEMENT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1     **STEVE NYBLOM:** EVALUATING ALTERNATIVES IS AN ONGOING GOAL.

2

3     **SUP. MOLINA:** I UNDERSTAND, BUT IF YOU DON'T LOOK AT AN  
4     ALTERNATIVE. YOU JUST SAID THERE'S NO WAY TO GO ON THAT. WHAT  
5     OF THOSE, I DON'T KNOW WHAT THE NUMBER IS, BUT WHICH OF THOSE  
6     COULD POTENTIALLY GO INTO A SETTLEMENT OF SOME TYPE? YOU CAN  
7     DO THAT.

8

9     **STEVE NYBLOM:** YES, WE CAN.

10

11    **SUP. MOLINA:** COMPANIES DO IT ALL THE TIME.

12

13    **STEVE NYBLOM:** YES, WE CAN.

14

15    **SUP. MOLINA:** I JUST DON'T KNOW IF WE DO IT.

16

17    **STEVE NYBLOM:** I DON'T KNOW HOW FREQUENTLY WE DO THAT, BUT I  
18    CAN GET THAT ANSWER FOR YOU.

19

20    **SUP. MOLINA:** ZERO. ON SOME OF THESE THINGS WHEN YOU LOOKED--  
21    AGAIN IN WORKMAN'S COMP, YOU DEFINED IT AS DEPARTMENTS WITH  
22    SIGNIFICANT DECREASES IN CLAIM FREQUENCY. AND YET SIGNIFICANT  
23    DECREASES IN CLAIM EXPENSES. RIGHT? AND THEN AGAIN THE NEXT  
24    PARAGRAPH, YOU HAD DEPARTMENTS WITH SIGNIFICANT INCREASES IN





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1 CLAIM FREQUENCY SO YOU SEE THESE DEPARTMENTS THAT ARE GOING  
2 UP. PUBLIC SAFETY WENT UP 28.9 PERCENT. DID YOU ANALYZE WHY?

3

4 **STEVE NYBLOM:** YES. THAT ANALYSIS WAS DONE.

5

6 **SUP. MOLINA:** AND YOU KNOW THE REASON WHY?

7

8 **STEVE NYBLOM:** IN THE SPECIFICS OF THE OFFICE OF PUBLIC SAFETY,  
9 I CANNOT TELL YOU WHAT THAT IS.

10

11 **SUP. MOLINA:** BUT YOUR DEPARTMENT DID ANALYZE WHY IT HAPPENED?

12

13 **STEVE NYBLOM:** THERE WAS AN EVALUATION WITH THE DEPARTMENT,  
14 YES.

15

16 **SUP. MOLINA:** AND SO IF IN FACT IT WENT UP ALMOST 30 PERCENT,  
17 1/3, AND THIS IS IN THE NUMBER OF CLAIMS AND YOU WERE TO  
18 FIGURE OUT WHY, WOULDN'T A GOOD RISK MANAGEMENT TOOL BE TO SAY  
19 NOW DON'T DO THAT ANYMORE? RIGHT?

20

21 **STEVE NYBLOM:** YES.

22

23 **SUP. MOLINA:** SO DID YOU TELL THEM?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1     **STEVE NYBLOM:** WE HAVE STAFF THAT WORK REGULARLY WITH EACH OF  
2     THE DEPARTMENTS. YES.

3

4     **SUP. MOLINA:** THAT DOESN'T MEAN ANYTHING. DID YOU TELL THEM?

5

6     **STEVE NYBLOM:** YES.

7

8     **SUP. MOLINA:** SO NOW THEY KNOW.

9

10    **STEVE NYBLOM:** THEY KNOW WHAT THEIR PROBLEMS WERE, YES. AND  
11    THEY KNOW WHAT THEY NEED TO DO TO AVOID THEM, YES.

12

13    **SUP. MOLINA:** OKAY. I'M GOING TO CHECK. LAST ONE ON THIS ONE,  
14    SO THE DEPARTMENT WITH SIGNIFICANT CLAIM EXPENSES, YOU HAVE  
15    THE REGISTRAR-RECORDER WENT UP 38 PERCENT.

16

17    **STEVE NYBLOM:** YES.

18

19    **SUP. MOLINA:** NOW, IN THAT ANALYSIS, IT COULD HAVE BEEN ONE  
20    CLAIM. RIGHT?

21

22    **STEVE NYBLOM:** CORRECT.

23

24    **SUP. MOLINA:** BUT YOU DID ANALYZE IT.

25



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1     **STEVE NYBLOM:** YES.

2

3     **SUP. MOLINA:** AND THEY KNOW.

4

5     **STEVE NYBLOM:** YES.

6

7     **SUP. MOLINA:** SO AGAIN IN ANY KIND OF CLAIM LIKE THIS, THIS IS  
8     LIKE A BIG BOO BOO AND DON'T DO THIS AGAIN, RIGHT?

9

10    **STEVE NYBLOM:** DEPENDING UPON THE NATURE OF THE CLAIM, YES. I  
11    MEAN, SOME CLAIMS ARE THINGS THAT THE DEPARTMENT DOESN'T  
12    NECESSARILY HAVE CONTROL OVER TO PREVENT IT.

13

14    **SUP. MOLINA:** I'M GOING TO ASK YOU ON THIS ONE SPECIFICALLY.  
15    YOU DON'T THINK THAT THE REGISTRAR-RECORDER, I MEAN-- I DON'T  
16    KNOW WHAT HAPPENED HERE, BUT I'M GOING TO LOOK IT UP. I'M  
17    MAKING AN ASSUMPTION I KNOW WHAT IT IS. THIS IS A BIG  
18    PREVENTION THING. SO IT EITHER IS OR IT ISN'T. I MEAN  
19    INCREASING 38 PERCENT SHOULD BE LIKE: DON'T DO THIS AGAIN.

20

21    **STEVE NYBLOM:** I AGREE.

22

23    **SUP. MOLINA:** SO DO YOU THINK THEY KNOW?

24

25    **STEVE NYBLOM:** I BELIEVE THEY DO.



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1

2 **SUP. MOLINA:** DO YOU THINK THEY'VE IMPLEMENTED THEY'RE NOT  
3 GOING TO DO THIS BAD THING AGAIN?

4

5 **STEVE NYBLOM:** I WOULD CERTAINLY HOPE SO. I CAN'T ANSWER THAT.

6

7 **SUP. MOLINA:** HOPING AND DOING ARE TWO DIFFERENT THINGS.  
8 EVERYONE IS GOING TO HOPE THAT EVERYTHING GOES DOWN. BUT UNTIL  
9 SOMEBODY IS TOLD "YOU WILL NOT DO THIS AGAIN BECAUSE IT COSTS  
10 US 38 PERCENT," I DON'T KNOW WHAT THAT IS IN MONEY. SO I GUESS  
11 WHAT I NEED TO SEE IS SO WHEN YOU TALK ABOUT STABILITY IN  
12 WORKMAN'S COMP, I DON'T KNOW WHAT IT IS BECAUSE RIGHT NOW IT'S  
13 A BUNCH OF NUMBERS. SO I THINK THAT IN YOUR REPORT, YOU NEED  
14 TO TELL US HOW YOU DEFINE STABILITY AND WHAT THAT MEANS FOR  
15 THE DEPARTMENTS. NOW, IT'S A REPORT, IT'S AN ANNUAL REPORT.  
16 BUT BECAUSE I DON'T HAVE ANY OF THE NUMBERS BEHIND IT, I DON'T  
17 KNOW WHAT IT MEANS. NOW, IF I DON'T KNOW WHAT IT MEANS, I  
18 DON'T KNOW THAT THE DEPARTMENTS KNOW WHAT IT MEANS. AND I  
19 THINK THE DEPARTMENTS NEED TO KNOW.

20

21 **STEVE NYBLOM:** THE DEPARTMENTS HAVE LISTS OF ALL OF THEIR OPEN  
22 CLAIMS.

23

24 **SUP. MOLINA:** THAT DOESN'T MEAN ANYTHING. A LIST IS DIFFERENT.

25



**The Meeting Transcript of  
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1     **STEVE NYBLOM:** BUT THEY KNOW WHAT THE EXPENSES ARE ASSOCIATED  
2     WITH A GIVEN TYPE OF CLAIM AND THEY CAN EVALUATE FOR COST.

3

4     **SUP. MOLINA:** I'M GOING TO GIVE YOU AN EXAMPLE. YOU THINK  
5     PROBATION DOES, RIGHT?

6

7     **STEVE NYBLOM:** PROBATION HAS A LIST, YES.

8

9     **SUP. MOLINA:** WHAT DO THEY DO WITH THAT LIST?

10

11    **STEVE NYBLOM:** THEIR RISK MANAGER AND THEIR SAFETY OFFICE FOCUS  
12    ON THE ITEMS THAT ARE THE BIG DOLLAR ITEMS. I HAVE NOT BEEN TO  
13    THE PROBATION DEPARTMENT TO TALK ABOUT LOSS CONTROL ISSUES. I  
14    HAVE STAFF THAT HAVE. I DON'T KNOW WHAT THE DISCUSSION HAS  
15    BEEN.

16

17    **SUP. MOLINA:** AGAIN, I THINK RISK MANAGEMENT IS A VERY  
18    IMPORTANT TOOL. AND WE ARE GOING TO GO INTO A VERY, VERY  
19    DIFFICULT YEAR COMING UP. EVERY DOLLAR THAT WE PAY OUT IN  
20    LIABILITY-- AND ALL THESE FOUR REPORTS ARE ALL CONNECTED-- IS  
21    A DOLLAR THAT COULD HAVE GONE TO SAVE A SERVICE, SAVE A JOB,  
22    SAVE A RESOURCE THAT WE HAVE, OKAY? SO WE NEED TO LOOK AT IT  
23    THAT WAY. SO IF A DEPARTMENT DOESN'T KNOW WHAT THEY DID AND  
24    HOW THAT NUMBER GOT THERE, AND ALL THEY'RE DOING IS THEY HAVE  
25    A RISK MANAGER THAT DOES-- SUPPOSEDLY WEARS THIS HAT, I DON'T



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1 KNOW THAT THAT RISK MANAGER KNOWS WHAT TO DO ABOUT THESE  
2 NUMBERS. AND SOMETIMES, AS YOU SAID IN RESPONSE TO SUPERVISOR  
3 KNABE'S QUESTION, DOES EVERYBODY HAVE A RISK MANAGER, YOU SAID  
4 YES, THERE ARE PEOPLE THAT ARE ASSIGNED, QUOTE, RISK  
5 MANAGEMENT RESPONSIBILITIES. BUT I'VE NEVER SEEN THAT WELL-  
6 DEFINED EVEN WITHIN A RISK MANAGER. TO ME A RISK MANAGER IS,  
7 STOP THE LIABILITY COSTS, BRING IT DOWN. AND EVEN IN THIS  
8 REPORT, EVEN IN SOME OF THESE ISSUES, IT JUST TALKS ABOUT  
9 STABILITY. I DON'T THINK STABILITY IS GOOD. NOW, THERE IS  
10 STABILITY BECAUSE OF, AS YOU SAID, PEOPLE KEEP LIVING AND  
11 THERE'S ESCALATING MEDICAL INCREASES. BUT THAT'S THE POINT IN  
12 TIME WHERE WE HAVE TO SAY EVEN WITH THIS KIND OF STABILITY,  
13 IT'S COSTING US A HECK OF A LOT OF MONEY. SO HOW DO I MANAGE  
14 OR REDUCE THOSE RISKS, BECAUSE EVERY DOLLAR I PAY HERE IS A  
15 LOSS OF SERVICE, RESOURCE OR PERSONNEL? SO THAT NEEDS TO BE  
16 DEFINED IN HERE MUCH MORE AS A REPORT. LET ME ASK A QUESTION  
17 WITH REGARD TO-- YOU HAD A COUPLE OF DEPARTMENTS WITH REGARD  
18 TO 4850 WHICH IS A REAL SIGNIFICANT ISSUE, RIGHT? AND YOU HAD  
19 HUGE EXPENSES IN THOSE AREAS. IS THERE A PLAN ON THIS ONE?  
20 THIS HAS POTENTIAL TO KEEP ESCALATING EVERY YEAR NO MATTER  
21 WHAT. SO UNTIL YOU HAVE A VERY SPECIFIC PLAN, IS THERE A PLAN,  
22 SINCE IT'S ABOUT THREE OR FOUR DEPARTMENTS THAT CONSTITUTE 90  
23 PERCENT OF THE TOTAL?  
24



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1     **STEVE NYBLOM:** THE STAFF HAS WORKED WITH FIRE DEPARTMENT AND  
2     THE SHERIFF'S DEPARTMENT ON THIS VERY ISSUES OF IDENTIFYING  
3     WHAT CAUSED THE INCREASES. WHAT THEY CAN DO RELATIVE TO  
4     MINIMIZING EXPENSE RELATIVE TO THOSE IS NOT AS CLEAR. SOMEBODY  
5     WHO HAS 30 YEARS OF SERVICE WHO IS GOING TO USE THE BENEFIT  
6     THAT'S ALLOWED TO THEM, YOU CAN'T NECESSARILY CONTROL THE USE  
7     OF THAT BENEFIT. NOW, THE LOSS PREVENTION SAFETY EFFORTS THAT  
8     GO INTO MINIMIZING INJURIES THAT OCCUR CAN AND DOES HELP TO  
9     ALLEVIATE THAT.

10

11    **SUP. MOLINA:** WELL AGAIN IN THIS AREA OF INCREASING COSTS,  
12    USUALLY THAT BENEFIT IS APPLIED ON THE DAY BEFORE THEY RETIRE;  
13    CORRECT?

14

15    **STEVE NYBLOM:** IN THE LAST YEAR OR SO OF RETIREMENT, YES.

16

17    **SUP. MOLINA:** SO IF WE KNOW THAT FOR A FACT, HOW CAN WE LOOK AT  
18    MINIMIZING THOSE KINDS OF ISSUES? I MEAN THERE'S NO DOUBT THAT  
19    PEOPLE CAN HAVE AN ACCIDENT ON THE YEAR BEFORE THEY RETIRE.  
20    BUT WHEN 28 PERCENT OF ALL THE RETIREES OF ONE DEPARTMENT SEEM  
21    TO HAVE THAT ACCIDENT IN THAT LAST YEAR, IT'S SOMETHING TO  
22    WORRY ABOUT; ISN'T IT?

23

24    **STEVE NYBLOM:** IT IS.

25





**The Meeting Transcript of  
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1    **SUP. MOLINA:** SO WHAT'S THE PLAN?

2

3    **C.E.O. FUJIOKA:** THAT WOULD PROBABLY REQUIRE LEGISLATION.

4

5    **SUP. MOLINA:** NOT NECESSARILY.

6

7    **C.E.O. FUJIOKA:** ON SOME RESPECTS.

8

9    **SUP. MOLINA:** IT MIGHT REQUIRE LOOKING UP THE DOCTOR THAT THEY  
10 GO TO AND FIND OUT THAT 14 PERCENT OF THEM GO TO THE SAME DOC.

11

12    **C.E.O. FUJIOKA:** I UNDERSTAND. BECAUSE THERE ARE PRESUMPTIVE  
13 CLAUSES FOR SOME OF OUR SAFETY SERIES, A PERSON CAN SPEAK TO  
14 THEY CALL IT CUMULATIVE TRAUMA. AND THEY'LL SAY THAT OVER THE  
15 COURSE OF MY 30, 35-YEAR CAREER AS A FILL IN THE BLANK, I'VE  
16 HAD AN ASSORTMENT OF ISSUES THAT HAVE RESULTED IN THE  
17 CUMULATIVE TRAUMA TO MY BACK, TO MY SOME BODY PART OR TO MY  
18 HEART. AT THAT POINT--

19

20    **SUP. MOLINA:** BELIEVE ME, I KNOW HOW IT WORKS.

21

22    **C.E.O. FUJIOKA:** AT THAT POINT THEY GO OFF THE YEAR AND THEY  
23 GET THE 4850.

24



**The Meeting Transcript of  
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1   **SUP. MOLINA:** MY ISSUE IS, IS THAT NUMBER IN SYNCH WITH ORANGE  
2   COUNTY'S NUMBER? SANTA CLARA'S NUMBER?

3

4   **C.E.O. FUJIOKA:** I THINK IT WAS ACTUALLY LOWER THAN SOME OF THE  
5   COUNTIES.

6

7   **SUP. MOLINA:** WELL, I DON'T KNOW THAT. BECAUSE I KNOW IT'S  
8   STATE LEGISLATION AND I KNOW THAT ONCE THIS LEGISLATION PASSED  
9   AND I KNOW HOW IT WORKS. I'M JUST WONDERING WHAT WE DO TO  
10   REVIEW THAT NUMBER OTHER THAN SAYING "HERE IT IS."

11

12   **STEVE NYBLOM:** WE DID A BENCHMARK STUDY SEVERAL YEARS AGO WITH  
13   MANY OF THE OTHER PUBLIC ENTITIES IN THE STATE. AND WE COULD  
14   REFRESH THAT INFORMATION.

15

16   **SUP. MOLINA:** SO WHEN I LOOK AT AN INCREASE HERE OF 27.9,  
17   ALMOST 28 PERCENT OR 36 PERCENT, THIS IS IN ONE YEAR; RIGHT?

18

19   **STEVE NYBLOM:** CORRECT.

20

21   **SUP. MOLINA:** SO IF IT WENT UP ONE YEAR 36 PERCENT AND LET'S  
22   SAY NEXT YEAR IT GOES 15 PERCENT 15 PERCENT, IS THAT A GOOD  
23   THING OR WHAT?

24



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1   **STEVE NYBLOM:** I WOULD CALL THAT QUITE A BAD THING. THE NUMBERS  
2   THIS YEAR ARE STABLE AS COMPARED TO LAST YEAR.

3

4   **SUP. MOLINA:** THEY'RE STABLE?

5

6   **STEVE NYBLOM:** AS COMPARED TO LAST YEAR. WHAT WE HAD IN THE  
7   LAST FIVE YEARS WAS SIGNIFICANT DECREASES IN 4850 EXPENSES. SO  
8   THIS YEAR WE'RE HAVING MORE OF A RETURN OF WHAT OUR NORM WAS.

9

10   **SUP. MOLINA:** WHY DO YOU THINK WE HAD IT BEFORE AND NOT NOW?

11

12   **STEVE NYBLOM:** I DON'T KNOW.

13

14   **SUP. MOLINA:** BUT ISN'T THAT WHAT WE'RE SUPPOSED TO ANALYZE IN  
15   RISK MANAGEMENT? A GOOD THING IS HAPPENING. HOW DO WE KEEP THE  
16   GOOD THING HAPPENING?

17

18   **STEVE NYBLOM:** YES.

19

20   **SUP. MOLINA:** THAT'S NOT BEEN DONE HERE. SO WHEN YOU PRESENT  
21   THE REPORT TO ME, IT DOESN'T LOOK AT IT AS A WHOLE. BECAUSE I  
22   DO KNOW THAT IN THIS AREA, IT WENT DOWN. I THINK ABOUT SIX  
23   YEARS AGO I ASKED SOME VERY TOUGH QUESTIONS OF COUNTY COUNSEL  
24   ON THAT AREA. WE STARTED MONITORING SOME THINGS. AND IT WENT  
25   DOWN. NOW IT'S GONE UP AGAIN. SO IT MAKES ME NERVOUS. EITHER



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1 WE'RE NOT MONITORING IT, SOMETHING HAPPENED. TO ME, RISK  
2 MANAGEMENT IS ALWAYS ANALYZING THE NUMBERS, NOT JUST  
3 PRESENTING THE NUMBERS. AND IN THIS REPORT, AS I SEE IT, IT'S  
4 A PRESENTATION OF NUMBERS.

5

6 **STEVE NYBLOM:** NOTED.

7

8 **C.E.O. FUJIOKA:** YES.

9

10 **SUP. MOLINA:** SO NUMBERS MEAN NOTHING UNLESS THEY HAVE A GOOD  
11 ANALYSIS BEHIND IT. LAST QUESTION I'M GOING TO ASK BECAUSE I  
12 ALSO THINK THIS IS A QUESTION ABOUT NUMBERS. IN YOUR CHART YOU  
13 POINTED OUT, WE SEE THE ISSUES ABOUT WHAT IT WOULD HAVE COST  
14 US. BUT THIS ISN'T ANYTHING MAGICAL WE DID IN L.A. COUNTY.  
15 THIS IS ALL BECAUSE OF STATE LEGISLATION.

16

17 **STEVE NYBLOM:** CORRECT.

18

19 **SUP. MOLINA:** SO WHAT DID WE DO HERE, AS RISK MANAGEMENT, TO  
20 BRING DOWN THESE COSTS?

21

22 **STEVE NYBLOM:** WE IMPLEMENTED THE PROVISIONS OF THE REFORMS IN  
23 A VERY EFFECTIVE MANNER IN ORDER TO KEEP OUR INCREASES, OR  
24 KEEP OUR COSTS LOWER THAN WHAT WE PROJECTED AT THE TIME THAT  
25 THE REFORMS WERE COMING OUT.



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1

2 **SUP. MOLINA:** REALLY?

3

4 **STEVE NYBLOM:** THE RED-COLORED BAR IS WHAT THE PROJECTION WAS  
5 IN 2005, BASED ON OUR ANALYSIS OF THE REFORMS AT THE TIME. AND  
6 THE LIGHTER COLORED ONE IS WHAT OUR ACTUAL RESULTS HAVE BEEN.  
7 SO THROUGH AGGRESSIVE IMPLEMENTATION OF OUR MEDICAL PROVIDER  
8 NETWORK, THROUGH AGGRESSIVE CASE MANAGEMENT, THROUGH  
9 UTILIZATION REVIEW, THROUGH ALL OF THE PROVISIONS THAT WERE  
10 ALLOWED BY THE REFORMS REFORMS, WE HAVE BEEN ABLE TO KEEP OUR  
11 EXPENSES AT A LOWER COST THAN WHAT WE HAD ANTICIPATED.

12

13 **SUP. MOLINA:** DO YOU HAVE THESE TABLES? OR COULD YOU PRODUCE  
14 THESE TABLES PER DEPARTMENT?

15

16 **STEVE NYBLOM:** YES.

17

18 **SUP. MOLINA:** BECAUSE THAT WOULD ALSO TELL US WHICH DEPARTMENTS  
19 ARE AGGRESSIVELY REFORMING AND WHICH ARE NOT. IT SEEMS LIKE  
20 COLLECTIVELY IT'S WORTHWHILE. AGAIN, IT SEEMS AS THOUGH THE  
21 REFORM IS ONE THING AND WE ARE AGGRESSIVELY IMPLEMENTING IT.  
22 IT WOULD BE INTERESTING TO SEE WHAT DEPARTMENTS MAY OR MAY NOT  
23 AND WHICH ONES ARE DOING AN EFFECTIVE JOB, ONLY BECAUSE IT  
24 WOULD TELL US AN EFFECTIVE PATTERN OF HOW TO BE MORE  
25 EFFECTIVE. AND I KNOW THAT ONE OF THE OTHER THINGS THAT YOU'RE



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1 DOING-- AND I DON'T KNOW IF THIS IS WITHIN THIS REPORT BECAUSE  
2 I DON'T KNOW WE DON'T ASK QUESTIONS ON ALL OF IT-- IN THE  
3 OVERALL RISK MANAGEMENT GUIDELINES THAT ARE BEING PROVIDED TO  
4 THE DEPARTMENTS, IS THAT SOMETHING YOU WILL BE MONITORING? OR  
5 HOW WILL THAT BE MONITORED? OR IS THAT UNDER A DIFFERENT-- IS  
6 THAT UNDER THE C.E.O.?

7

8 **STEVE NYBLOM:** ARE YOU TALKING ABOUT THE RISK EXPOSURE COST  
9 AVOIDANCE PLANS AND HOW THOSE WILL BE MONITORED? YES, THAT  
10 WILL BE OUR DEPARTMENT.

11

12 **SUP. MOLINA:** THAT WILL BE YOUR DEPARTMENT.

13

14 **STEVE NYBLOM:** YES.

15

16 **SUP. MOLINA:** SO WHEN WE TALK ABOUT RIGHT NOW THE OVERALL GOAL  
17 IS TO REDUCE BY 5 PERCENT?

18

19 **STEVE NYBLOM:** YES.

20

21 **SUP. MOLINA:** GO AHEAD. I MEAN, HOW DID WE COME UP WITH THE 5  
22 PERCENT FIGURE?

23

24 **STEVE NYBLOM:** THE LEGAL EXPOSURE REDUCTION COMMITTEE, THE  
25 NUMBERS OF THE COMMITTEE, INCLUDING MULTIPLE DEPARTMENT HEADS,



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1 DISCUSSED THAT AT LENGTH. AND I DON'T KNOW THAT THERE WAS  
2 ABSOLUTE SCIENCE BEHIND 5 PERCENT AS OPPOSED TO 4 PERCENT AS  
3 OPPOSED TO 6 PERCENT. IT WAS DEEMED TO BE A REASONABLE NUMBER  
4 BY THE COMMITTEE.

5

6 **SUP. MOLINA:** SO IF A DEPARTMENT DOESN'T REACH 5 PERCENT, IF  
7 THEY GET 2 PERCENT, WHAT HAPPENS?

8

9 **STEVE NYBLOM:** THE COMMITTEE ESTABLISHED THE GOAL FOR THE  
10 COUNTY AS A WHOLE.

11

12 **SUP. MOLINA:** IS THAT HOW IT WILL AVERAGE OUT?

13

14 **STEVE NYBLOM:** YES, YOU WOULD HOPE IT WOULD. THE GOAL AS STATED  
15 TO THE DEPARTMENTS IS, PART OF THE RISK EXPOSURE COST  
16 AVOIDANCE PLAN PROCESS IS EACH DEPARTMENT MAKING AN EVALUATION  
17 OF WHAT THEY BELIEVE THEY CAN CONTROL AND ESTABLISHING WHAT  
18 THEIR PERCENTAGE GOALS ARE GOING TO BE TO HELP THE COUNTY  
19 ACHIEVE THAT 5 PERCENT REDUCTION GOAL.

20

21 **C.E.O. FUJIOKA:** THEN WE'LL GO THROUGH A DEPARTMENT BY  
22 DEPARTMENT ANALYSIS TO DETERMINE, ONE, WHAT STEPS DID THEY  
23 TAKE TO ADDRESS THE GOAL? WHAT ACTIONS ARE THEY TAKING IF THEY  
24 DIDN'T ACHIEVE THE 5 PERCENT GOAL IN THE SUBSEQUENT PERIOD TO  
25 REDUCE THEIR EXPOSURE? THERE'S SOME DEPARTMENTS, IF YOU LOOK





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1 AT FREQUENCY OF CLAIMS VERSUS COSTS, ONE CASE ON A COST COULD  
2 JUST--

3

4 **SUP. MOLINA:** THAT'S WHY I ASKED ABOUT THE REGISTRAR.

5

6 **C.E.O. FUJIOKA:** IT COULD BE THE FREQUENCY OF CLAIMS OR THE  
7 NUMBER OF CLAIMS OCCURRING. AND IF YOU SEE, AS YOU STATED  
8 EARLIER, YOU SEE A PREPONDERANCE OF CARPAL TUNNEL PROBLEMS IN  
9 AN OFFICE THAT HAS PREDOMINANTLY A LOT OF STAFF PREDOMINANTLY  
10 WORKING ON KEYBOARDS, WELL, AT THAT POINT DO WE GO AND MAKE AN  
11 INVESTMENT IN ERGONOMIC FURNITURE OR IN ERGONOMIC WORKSTATIONS  
12 FOR THOSE INDIVIDUALS? THAT WOULD REDUCE THAT PARTICULAR  
13 INJURY.

14

15 **SUP. MOLINA:** THAT WOULD BE AN ASSUMPTION THAT WOULD BE MADE,  
16 YES.

17

18 **C.E.O. FUJIOKA:** BUT THAT WOULD BE SOMETHING, IS THAT CAUSE AND  
19 EFFECT ISSUE? BUT IT WOULD HAVE TO BE DONE ON A CASE BY CASE  
20 BASIS.

21

22 **SUP. MOLINA:** SO WHEN YOU LOOKED AT, QUOTE, THE 5 PERCENT  
23 ACROSS THE OVERALL LIABILITY ISSUES IN THE PAST YEARS, WHAT  
24 WOULD 5 PERCENT SAVE THE COUNTY?

25



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1 **STEVE NYBLOM:** I BELIEVE IT'S APPROXIMATELY \$22 MILLION. WE  
2 INCLUDE WORKERS' COMPENSATION, VEHICLE LIABILITY, GENERAL  
3 LIABILITY AND MEDICAL MALPRACTICE EXPENSES.

4

5 **SUP. MOLINA:** 22 MILLION.

6

7 **STEVE NYBLOM:** I BELIEVE 22 MILLION IS 5 PERCENT OF OUR TOTAL  
8 COSTS OF RISK.

9

10 **SUP. MOLINA:** ALL RIGHT. THANK YOU.

11

12 **STEVE NYBLOM:** THANK YOU.

13

14 **SUP. KNABE, CHAIRMAN:** ANY OTHER QUESTIONS? WE HAVE OTHER  
15 REPORTS. BUT DR. CLAVREUL, YOU SIGNED UP FOR 72?

16

17 **DR. GENEVIEVE CLAVREUL:** GOOD MORNING, BOARD OF SUPERVISORS,  
18 DR. GENEVIEVE CLAVREUL. YOU KNOW, WHAT CONFUSED ME EVEN THE  
19 MOST IS THAT SUPERVISOR MOLINA ASKED FOR THAT REPORT ON  
20 OCTOBER 16TH, 2007. WE ARE DECEMBER 1ST, 2009. AND AS USUAL,  
21 WHAT YOU GOT TODAY WAS NOT A COMPLETE REPORT. AND, YOU KNOW,  
22 MYSELF BEING INVOLVED IN A WORKMAN'S COMP ISSUE, NOT WITH THE  
23 BOARD, BUT I CAN TELL YOU, MANY PEOPLE WHO ARE IN WORKMAN'S  
24 COMP WOULD PREFER A SETTLEMENT THAN TO HAVE WAIT FOR TREATMENT  
25 FOR THE REST OF THEIR LIFE. THAT'S ONE THING I WOULD HIGHLY



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1 RECOMMEND THAT YOU NEGOTIATE FOR A SETTLEMENT. BECAUSE MANY OF  
2 US INVOLVED IN WORKMAN'S COMP WANT TO DO CLOSURE AND GO BACK  
3 WITH OUR LIVES. AND I THINK MANY WOULD FEEL LIKE ME THAN TO  
4 TAKE IT. ONE OF THE REASONS PEOPLE STAY SO LONG IN WORKMAN'S  
5 COMP, THE TREATMENTS ARE NOT ADEQUATE. PEOPLE WAIT FOREVER TO  
6 PROVIDE TREATMENT. AND IN YOUR RISK MANAGEMENT, I THINK THAT'S  
7 ONE THING YOU SHOULD WORK VERY HARD ON. WHEN AN EMPLOYEE IS  
8 FIRST INJURED, THAT DO YOUR RESEARCH TO MAKE SURE THAT  
9 EMPLOYEE IS IDENTIFIED WITH APPROPRIATE RESPONSES TO TRAUMA  
10 AND IS TREATED. IT MIGHT SAVE YOU MILLIONS OF DOLLARS. SO I  
11 WOULD BE RUNNING TO THAT IF IT WAS NOT FOR WORKMAN'S COMP.  
12 PRIVATE WORKMAN'S COMP.

13

14 **SUP. KNABE, CHAIRMAN:** GLAD YOU CLARIFIED THAT.

15

16 **DR. GENEVIEVE CLAVREUL:** I DID CLARIFY IN THE BEGINNING. BUT I  
17 CAN TELL YOU, JANUARY 1ST, I'M GOING TO TAKE UNDER MY STRENGTH  
18 OF POLITICAL POWER TO ATTACK WORKMAN'S COMP AT ALL LEVELS,  
19 BECAUSE IF A PERSON LIKE ME WHO IS HIGHLY EDUCATED,  
20 SOPHISTICATED AND NOT SCARED HAS BEEN FUCKED UP, EXCUSE MY  
21 FRENCH, BY THE SYSTEM, I THINK THE SYSTEM, PEOPLE WHO ARE BLUE  
22 COLLAR WORKERS ARE CONSTANTLY BEING NOT PROVIDED THE CARE.

23



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1    **SUP. KNABE, CHAIRMAN:** THANK YOU. THANK YOU FOR, WHEW. OKAY?

2    OKAY. WHICH PART OF THAT TESTIMONY DO WE RECEIVE AND FILE?

3    OKAY. ITEM 72 IS A RECEIVE AND FILE, IS THAT CORRECT?

4

5    **DR. GENEVIEVE CLAVREUL:** I HAD SURGERY THIS MORNING SO I COULD

6    NOT BE MY PERFECT SELF.

7

8    **SUP. KNABE, CHAIRMAN:** YEAH. ALL RIGHT. SO THE NEXT ITEM THEN

9    IS--

10

11   **SUP. KNABE, CHAIRMAN:** IT'S RECEIVE AND FILE, SO ORDERED. NEXT

12   ITEM, NO. 69. HOW ABOUT SAY IT WITH ENTHUSIASM ON LIVE--?

13   THERE YOU GO.

14

15   **STEVE ESTABROOK:** HELLO?

16

17   **SUP. KNABE, CHAIRMAN:** THERE YOU GO.

18

19   **STEVE ESTABROOK:** GOOD AFTERNOON, CHAIRMAN KNABE AND OTHER

20   MEMBERS OF THE BOARD. MY NAME IS STEVE ESTABROOK AND I'LL BE

21   ADDRESSING NO. 69 WHICH IS THE ANNUAL LITIGATION REPORT. THIS

22   REPORT, THE CONFIDENTIAL REPORT WHICH WAS SUBMITTED TO THE

23   BOARD, HAS SEVERAL MODIFICATIONS THIS YEAR FOR THE FIRST TIME.

24   THIS YEAR, THE ANALYSIS IS FOCUSED ON THE ANNUAL RESULTS AND

25   IT DOES NOT SPECIFICALLY ADDRESS THE FOURTH QUARTER OTHER THAN



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1 AS THEY COMPARED TO OTHER QUARTERS. IT'S FOCUSED ON THE ENTIRE  
2 YEAR. ALSO IT INCLUDES AN EXECUTIVE SUMMARY. THAT CAME AT THE  
3 SUGGESTION OF DEPUTY FAJARDO FROM THE SECOND DISTRICT. AND THE  
4 OTHER MODIFICATION IS A FINDINGS AND RECOMMENDATIONS SECTION,  
5 WHICH CAME AT THE SUGGESTION OF DEPUTY MANNUS FROM THE FIRST  
6 DISTRICT. SO THOSE THREE CHANGES AMONG OTHERS ARE THE MOST  
7 PROMINENT IN THE REPORT. IF I CAN REFER YOU NOW TO THE HANDOUT  
8 WHICH WAS PROVIDED TO YOU A BIT EARLIER, PAGE 1. IF I CAN  
9 REFER YOU NOW, I WAS JUST INFORMED THAT YOU DON'T HAVE THE  
10 HANDOUTS. I APOLOGIZE. BUT IF YOU REFER TO YOUR SCREEN, PAGE 2  
11 OF THE POWERPOINT, YOU'LL SEE THAT THE SIX-YEAR COMPARISON OF  
12 NEW CASES, A SIGNIFICANT FACTOR THIS YEAR IS THE INCREASING  
13 NUMBER OF CASES, LAWSUITS AGAINST THE COUNTY. YOU'LL SEE THE  
14 2006-2007 AND THROUGH 2008-2009, YOU'LL SEE THE SIGNIFICANT  
15 NUMBER OF INCREASES IN THOSE YEARS. AND THOSE ADD TO EXPENSES  
16 AND ALSO ADD TO THE EXPOSURE OF THE COUNTY. DIRECTING YOUR  
17 ATTENTION TO PAGE 3, THESE ARE THE DIFFERENT TYPES OF CLAIMS  
18 THAT WE FACE. AS YOU CAN SEE DURING THE LAST THREE YEARS, THE  
19 BLUE IS '06-'07. YELLOW IS '07-'08, AND RED IS THIS YEAR. YOU  
20 WILL SEE THAT THERE'S BEEN INCREASING NUMBER OF CLAIMS DURING  
21 THE LAST THREE YEARS, THE LARGEST INCREASES IN THE AUTO  
22 LIABILITY CASES. WE HAVE ALSO A SIMILARLY LARGE INCREASE IN  
23 LAW ENFORCEMENT AND ALSO IN DANGEROUS CONDITION EMPLOYMENT.  
24 AND AFTER A SLIGHT DIP IN THE MEDICAL MALPRACTICE AREA LAST  
25 YEAR, WE HAVE AN INCREASE THIS YEAR. WE MEASURE THE RESULTS IN



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1 LITIGATION IN THE COUNTY PRIMARILY BASED ON TWO COMPONENTS.  
2 THOSE COMPONENTS ARE ATTORNEYS' FEES AND COSTS AND JUDGMENTS  
3 AND SETTLEMENTS. AS YOU CAN SEE, THE JUDGMENTS AND SETTLEMENTS  
4 THIS YEAR ARE UP, AND THE ATTORNEYS' FEES ARE UP FOR BOTH THIS  
5 YEAR IN 2008-2009. THERE WAS A SIGNIFICANT DECREASE LAST YEAR  
6 IN '07-'08 IN BOTH AREAS. DIRECTING YOUR ATTENTION TO PAGE 5,  
7 THIS PRESENTS A THREE-YEAR COMPARISON OF ATTORNEYS' FEES. SO  
8 LET'S TAKE A LOOK AT ATTORNEYS' FEES. THEY ARE 13 PERCENT  
9 MORE-- AND THESE ARE ATTORNEYS' FEES AND COSTS-- THE YELLOW IS  
10 THE OUTSIDE FEES AND COSTS. THE BLUE ARE IN-HOUSE FEES AND  
11 COSTS, INDICATING COUNTY COUNSEL INSIDE FEES AND COSTS. THE  
12 FEES AND COSTS, THE TOTAL FEES AND COSTS THIS YEAR WERE UP 13  
13 PERCENT OVER LAST YEAR. THEY WERE DOWN 2 PERCENT OVER  
14 2006/2007. NOW, THERE WERE SEVERAL FACTORS TO TAKE INTO  
15 ACCOUNT IN THE INCREASE IN ATTORNEYS' FEES AND COSTS THIS  
16 YEAR. THE FIRST AND MOST SIGNIFICANT FACTOR IMPACTED THE  
17 OUTSIDE ATTORNEYS' FEES. THERE WAS AN INCREASE IN RATES GIVEN  
18 TO THE OUTSIDE ATTORNEYS' FEES. AN INCREASE HAD NOT BEEN GIVEN  
19 TO THE OUTSIDE ATTORNEYS' FEES OR TO THE OUTSIDE ATTORNEYS IN  
20 THE LAST 13, 14 YEARS. WE WERE IN JEOPARDY OF LOSING SOME OF  
21 OUR BEST ATTORNEYS. AND WE HAD TO STEP UP AND TAKE CARE OF  
22 THAT ISSUE. IN FACT, WHEN I CAME ON BOARD, THERE WERE SEVERAL  
23 FIRMS THAT WERE DISCUSSING NOT TAKING ANY MORE CASES AND  
24 INDICATED THAT TO US. SO WE HAD TO ADDRESS THAT ISSUE. THAT  
25 BEGAN IN 2007, SUMMER OF 2007. AND WE REALIZED DURING THESE



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1 TOUGH ECONOMIC TIMES IT'S DIFFICULT TO GIVE INCREASES; BUT IN  
2 THIS INSTANCE, AFTER 13 OR 14 YEARS, THE INCREASE WAS  
3 NECESSARY, NOT ONLY TO KEEP GOOD COUNSEL BUT TO INCENTIVIZE  
4 THEM AND TO RETAIN THEM. AND THAT COSTS 2.4 MILLION. WE ALSO  
5 HAD FIRST TIME THIS YEAR FOR THE FULL YEAR, WE INCLUDED IN IN-  
6 HOUSE FEES THE FEES EXPENDED BY IN-HOUSE COUNSEL OR COUNTY  
7 COUNSEL MANAGING CASES THAT ARE MONITORED BY THE T.P.A.S. THAT  
8 HAD NEVER BEFORE BEEN DONE. AND THAT FIGURE IS 2.55 MILLION.  
9 SO THAT ADDED TO THE FEES OF IN-HOUSE COUNSEL THIS YEAR, AND  
10 THAT WAS THE FIRST TIME ADDITION. THE OTHER INCREASE WAS OVER  
11 THE LAST THREE YEARS, THERE HAS BEEN AN 18 PERCENT INCREASE IN  
12 IN-HOUSE FEES. THOSE ARE BY C.O.L.A. INCREASES. SO THAT  
13 AMOUNTED TO 1.8 MILLION. THE NEXT PAGE 7 INDICATES THE OUTSIDE  
14 FEES AND THE IN-HOUSE FEES AND COSTS OF EXPENDED LAST YEAR  
15 SHOWING GRAPHICALLY THE INCREASES THAT WERE FOR THE FIRST TIME  
16 ENCOUNTERED LAST YEAR. PAGE 8 INDICATES THE ADJUSTED AMOUNT  
17 FOR FISCAL 2008/2009. THIS GRAPH SHOWS WHAT THE FEES AND COSTS  
18 WOULD HAVE BEEN BOTH INSIDE AND OUT WITHOUT THE INCREASE IN  
19 FEES TO OUTSIDE COUNSEL LAST YEAR AND THE INCREASE RECEIVED--  
20 AND THE ADDITIONAL FEES THAT WE CAPTURED AND INCLUDED FOR IN-  
21 HOUSE COSTS FOR MANAGING T.P.A. OR THIRD-PARTY ADMINISTRATOR  
22 CASES. LET'S TAKE A LOOK AT WHAT THAT MEANT OVER THE LAST NINE  
23 YEARS SO WE CAN GET SOME PERSPECTIVE OF WHAT WE'RE ACTUALLY  
24 SPENDING. AND DESPITE SOME REPORTS TO THE CONTRARY, ATTORNEYS'  
25 FEES AND COSTS ARE WELL UNDER CONTROL, PARTICULARLY IN LIGHT





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1 OF THE INCREASED NUMBER OF LAWSUITS THAT WE'VE HAD OVER THE  
2 LAST THREE YEARS. DIRECTING YOUR ATTENTION TO THE BARS, THE  
3 GREEN BARS REPRESENT THE OUTSIDE COUNSEL FEES AND COSTS. THOSE  
4 ARE THE GREEN. THE GOLDENROD AND YELLOW ARE THE INSIDE FEES  
5 AND COSTS. NOW, GOING BACK TO 2001/2002 -- I'M SORRY 2000 TO  
6 2001 AND 2001 TO 2002, THOSE AMOUNTS WERE PLACED AFTER THE  
7 FACT BECAUSE WE DIDN'T START KEEPING TRACK OF THESE THROUGH A  
8 DATABASE, A R.E.M.I.S., A UNIVERSAL DATABASE UNTIL MARCH OF  
9 2003. SO THOSE FIGURES WERE ADDED AT THAT TIME. NOW, THERE ARE  
10 SEVERAL DIFFERENT FIGURES THERE. ONE IS 38 MILLION. YOU'LL SEE  
11 THAT FOR 2000 TO 2001. ANOTHER FIGURE THAT WAS CAPTURED  
12 THROUGH A VARIETY OF DATABASES WAS 45 MILLION. FOR THE NEXT  
13 YEAR IT WAS 41 MILLION, THE AMOUNT THERE WAS 46 IN THE OTHER  
14 DATABASES. SO WE HAVE DATA ESSENTIALLY LOST IN CONVERSION. BUT  
15 THIS IS THE R.E.M.I.S. AMOUNT. THIS IS WHAT WE'RE USING NOW.  
16 THIS IS A DIRECT COMPARISON, APPLES TO APPLES, FOR THE REST OF  
17 THE NINE YEARS. AS YOU CAN SEE IN THE RED AT THE FAR RIGHT, WE  
18 HAVE THE ADJUSTED AMOUNT FOR THIS YEAR. AND THE GOLDENROD, THE  
19 REASON IT'S THAT COLOR IS THOSE FIGURES WERE NOT PLACED-- IN-  
20 HOUSE FIGURES ARE NOT PLACED IN THOSE YEARS AT THAT TIME. THEY  
21 WERE PLACED IN 2005-2006. INITIALLY THE FIRST TIME IN-HOUSE  
22 FEES WERE REPORTED TO YOUR BOARD WAS IN 2004-2005. THE BLUE  
23 LINE, THE BLUE BAR INDICATES WHAT WAS REPORTED THAT YEAR. YOU  
24 CAN SEE IT'S \$38 MILLION. THAT WAS ADJUSTED THE NEXT YEAR IN  
25 '05-'06 BY MY PREDECESSOR TO \$11 MILLION. THE OTHER FIGURE,



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1 THE 9 MILLION FOR '03 AND '04 WAS PUT IN AT THAT TIME, AS  
2 WELL. NOW SINCE '05-'06, THE INSIDE COSTS AND FEES HAVE BEEN  
3 PUT IN CONCURRENT WITH THE REPORT. AND SO YOU CAN SEE FOR THAT  
4 NINE-YEAR PERIOD FEES AND COSTS HAVE HELD STABLE. AND IN FACT  
5 THIS YEAR, IF YOU, EVEN WITH THE ADJUSTMENT, EVEN WITHOUT THE  
6 ADJUSTMENT, WE HAVE A GOOD CONTROL OF OUTSIDE FEES AND IN-  
7 HOUSE FEES. AND WITH THE ADJUSTMENT, TAKE INTO ACCOUNT THE  
8 ADJUSTMENT WHICH IS THE RED BARS, THE OUTSIDE FEES ARE THE  
9 LOWEST THEY HAVE BEEN EXCEPT FOR TWO YEARS AGO IN F.Y. 2007-  
10 2008.

11

12 **SUP. MOLINA:** MR. ESTABROOK, BEFORE YOU MOVE ON, BECAUSE I'M  
13 NOT SO SURE I UNDERSTOOD THAT. WHAT CAUSED THE CHANGE?

14

15 **STEVE ESTABROOK:** THE ADJUSTMENTS ARE TWO FOLD, SUPERVISOR. ONE  
16 IS FOR THE OUTSIDE COUNSEL, THERE WAS A RATE INCREASE WHICH  
17 INCREASED THE FEES FOR OUTSIDE COUNSEL 2.4 MILLION.

18

19 **SUP. MOLINA:** ALL RIGHT.

20

21 **STEVE ESTABROOK:** THE OTHER INCREASE IMPACTED IN-HOUSE  
22 ATTORNEYS' FEES, AND THAT INCREASE WAS THERE WERE C.O.L.A.  
23 ADJUSTMENTS IN ' '06-'07, '07-'08 AND '08-'09. WE ALSO  
24 CAPTURED \$2.4 MILLION THAT WE'RE SPENDING ON ATTORNEYS' FEES



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1 IN MANAGING CASES AND WORKING WITH THE THIRD PARTY  
2 ADMINISTRATORS. THOSE FEES WERE NOT CAPTURED BEFORE THIS YEAR.

3

4 **SUP. MOLINA:** WHEN DID THAT GO INTO EFFECT?

5

6 **STEVE ESTABROOK:** THAT WENT INTO EFFECT FOR THE FULL YEAR FOR  
7 THE FIRST TIME THIS YEAR. WE DID IT FOR ONE HALF OF THE FISCAL  
8 YEAR IN '08/'09.

9

10 **SUP. MOLINA:** HOW DID WE DO THAT?

11

12 **STEVE ESTABROOK:** HOW DID WE CAPTURE THE COSTS?

13

14 **SUP. MOLINA:** MM-HMM.

15

16 **STEVE ESTABROOK:** THROUGH OUR DATABASE, THROUGH R.E.M.I.S.

17

18 **SUP. MOLINA:** NO. IT'S NOT A MATTER OF CAPTURING. HOW DID YOU  
19 BRING IT DOWN THAT YOU TALKED ABOUT?

20

21 **STEVE ESTABROOK:** HOW DID WE BRING THE AMOUNT DOWN? I'M SORRY,  
22 SUPERVISOR.

23

24 **SUP. MOLINA:** YOU'RE THE ONE THAT'S TELLING ME THAT YOU WERE  
25 ABLE TO CAPTURE IT, NOT JUST CAPTURING DATA. YOU MENTIONED



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1 EARLIER THAT YOU SAID THESE FIGURES HAVE GONE DOWN BECAUSE OF  
2 PROCESSES THAT WERE PUT IN BY YOUR PREDECESSOR. WHERE IS THAT?

3

4 **STEVE ESTABROOK:** WHAT I SAID ABOUT MY PREDECESSOR WAS IF YOU  
5 LOOK AT THE GOLDENROD IN-HOUSE COUNSEL FEES AND COSTS THAT ARE  
6 STARTING IN '03/'04 AND THEN CONTINUING, THOSE NUMBERS WERE  
7 NOT PROVIDED TO THE BOARD, TO THIS BOARD UNTIL 2005/2006. SO  
8 THOSE NUMBERS WERE BACKFILLED, AS IT WERE. THAT WAS MY POINT.

9

10 **SUP. MOLINA:** HOW DO YOU TALLY WHEN YOU SAY IN-HOUSE? THAT IS  
11 WHAT? THAT IS THE NUMBER THAT IS?

12

13 **STEVE ESTABROOK:** THAT IN-HOUSE COUNSEL, OUR COUNTY COUNSEL  
14 FEES, ACTUALLY WHAT WE SPEND IN BILL TO THE DEPARTMENTS FOR  
15 LITIGATION, IS SPECIFIC TO LITIGATION, BOTH THE FEES, THAT'S  
16 THE TIME OF COUNTY COUNSEL AND THE COSTS.

17

18 **SUP. MOLINA:** I KNOW BUT I CAN'T SEE IT HERE. I WISH I COULD  
19 SEE IT HERE. THAT'S WHY I HAVE TO LOOK AT IT UP THERE. SO THE  
20 9 AND THE 11 AND THE 13 WERE RECREATED?

21

22 **STEVE ESTABROOK:** THEY WERE CREATED FROM PRIOR DATA,  
23 APPARENTLY. I'M NOT SURE HOW THEY WERE CREATED. BUT THEY WERE  
24 REPORTED TO THIS BOARD FOR THE FIRST TIME IN '05/'06 AND  
25 THAT'S WHY THEY'RE MARKED IN GOLDENROD THERE. AND AS YOU CAN



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1 SEE IN '04-'05, SUPERVISOR, WHAT WAS REPORTED TO YOU IN  
2 '04/'05 IS IN-HOUSE FEES AND COSTS, WAS ACTUALLY \$38 MILLION.  
3 THAT WAS LATER MODIFIED DOWN TO 11 MILLION. I'M NOT SURE WHY.  
4 NOW MOVING ON, THESE FEES WERE SPENT NOT JUST TO DEFEND  
5 ACTIONS AGAINST THE COUNTY, BUT THEY WERE ALSO USED TO PROMOTE  
6 VARIOUS POLICIES OF THIS BOARD, SUCH AS PROP 8, SAME SEX  
7 MARRIAGE, BENEFITS FOR JUDICIAL-- FOR THE JUDICIARY HERE IN  
8 L.A. COUNTY. IN ADDITION, WE SPENT CONSIDERABLE FEES, WHICH  
9 ARE REFLECTED HERE, RECOVERING DIFFERENT AMOUNTS OWED BY THE  
10 COUNTY. AND THIS YEAR WAS A RATHER GOOD YEAR FOR RECOVERIES.  
11 WE RECOVERED \$65.9 MILLION. AND THAT'S REFLECTED ON PAGE 10  
12 PRIMARILY FROM TWO CASES, THE REDEVELOPMENT CASES AND THE  
13 BEARCAT CASE. SO THESE AMOUNTS-- AND I DON'T MEAN TO IMPLY  
14 THAT THIS IS GOING TO BE AN ANNUAL THING. THIS IS RATHER  
15 UNUSUAL. IT'S A GOOD THING BUT BUT IT'S UNUSUAL. BUT YOU CAN  
16 SEE THAT THIS AMOUNT COVERS EITHER ALL THE ATTORNEYS' FEES AND  
17 COSTS THAT WE HAVE SPENT THIS YEAR OR THERE ARE JUDGMENTS AND  
18 SETTLEMENTS, EITHER WAY WITH MONEY TO SPARE. NOW LET'S TAKE A  
19 LOOK QUICKLY AT JUDGMENTS AND SETTLEMENTS. THAT'S THE OTHER  
20 COMPONENT OF HOW WE MEASURE OUR LITIGATION COSTS. THIS SHOWS A  
21 THREE-YEAR COMPARISON OF OUR JUDGMENTS AND SETTLEMENTS. THE  
22 GREEN BEING THE SETTLEMENTS AND THE ORANGE BEING JUDGMENTS  
23 PAID. WE HAD A 20 PERCENT INCREASE IN THE TOTAL JUDGMENTS AND  
24 SETTLEMENTS THIS YEAR OVER LAST YEAR AND A 9 PERCENT INCREASE  
25 OVER 2006-2007. I'D LIKE TO SHOW YOU QUICKLY WHAT CAUSED THAT



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1 INCREASE. NOW JUDGMENTS AND SETTLEMENTS ARE DIVIDED THIS YEAR,  
2 40 MILLION IN SETTLEMENTS AND ABOUT 14 MILLION IN JUDGMENTS.  
3 PAGE 13 SHOWS IN RED THE AMOUNT OF-- YOU CAN SEE THESE ARE  
4 JUDGMENTS. AND THEY ARE MARROQUIN, BOUMAN, RUTHERFORD AND  
5 KATIE A. AS YOU CAN SEE FROM THE CHART, THESE CASES ARE OLDER  
6 MATTERS. BOUMAN HAS BEEN AROUND SINCE '93. RUTHERFORD, '91.  
7 KATIE A. IS A LITTLE LATER, 2002. AND MARROQUIN, WHICH THE  
8 COUNTY, THERE WAS A VERDICT AGAINST THE COUNTY IN 2006. WE  
9 DIDN'T START PAYING THAT VERDICT ON MARROQUIN UNTIL 2007-2008.  
10 WE PAID ANOTHER PAYMENT, AS YOU CAN SEE OF 5.25 MILLION THIS  
11 YEAR. BOUMAN HAS BEEN WITH US FOR 16 YEARS. AND WE'VE NOW--  
12 WE'RE IN A SITUATION ON BOUMAN WHERE WE'RE TRYING TO FINISH IT  
13 AND CLEAN IT UP AND COMPLETE IT. WE HAVE COMPLETED TWO  
14 COMPONENT PARTS OF BOUMAN. AND WE HOPE BY THE YEAR 2012 TO  
15 COMPLETE THE SECOND TWO. SO WE'RE SPENDING MORE AND SPENT MORE  
16 THIS YEAR BECAUSE WE ARE TRYING TO FINISH IT.

17

18 **SUP. KNABE, CHAIRMAN:** JUST A SECOND. ON THE BOUMAN THING,  
19 THAT'S JUST A SETTLEMENT PIECE, RIGHT?

20

21 **STEVE ESTABROOK:** THE BOUMAN IS WHAT WE'RE PAYING THE  
22 PLAINTIFF'S COUNSEL AND WHAT WE'RE PAYING THE EXPERT WHO IS  
23 REVIEWING THE MATTER IN BOUMAN. SO THAT IS CONSIDERED  
24 INDEMNITY. IT DOES NOT INCLUDE THE AMOUNTS WE PAY FOR OUR OWN  
25 COUNSEL. THOSE ARE REFLECTED IN THE PRIOR CHARTS.



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1

2 **SUP. KNABE, CHAIRMAN:** BUT THIS REFLECTS THE AMOUNTS WE'VE PAID  
3 THAT ATTORNEY, BOUMAN?

4

5 **STEVE ESTABROOK:** PART OF THAT IS THE AMOUNT WE PAID THE  
6 PLAINTIFF'S ATTORNEY. PART OF THAT IS THE AMOUNT WE PAID THE  
7 EXPERT THAT THE PARTIES AGREED TO MONITOR THE PROGRESS, YES.

8

9 **SUP. KNABE, CHAIRMAN:** ALL RIGHT.

10

11 **STEVE ESTABROOK:** SO THE RED ARE THE CONTINUING OBLIGATIONS OF  
12 THE COUNTY. AND AS YOU CAN SEE, THEY AMOUNT TO A CONSIDERABLE  
13 AMOUNT. ALMOST \$11 MILLION. THE OTHER BIG COMPONENT THIS YEAR  
14 ARE FOUR LARGE-- OVER FOUR LARGE SETTLEMENTS, AMANDE PEREZ,  
15 RODRIGUEZ AND TIRADO. EACH OF THOSE, AMANDE BEING THE  
16 PROBATION WARD WHO WAS ATTACKED BY OTHER WARDS, AND PEREZ, THE  
17 LABOR AND DELIVERY CASE. RODRIGUEZ WE'RE ALL FAMILIAR WITH WAS  
18 IN THE PRESS. AND TIRADO, THE ASSAULT BY THE DEPUTY SHERIFF.  
19 SO THOSE ARE THE FOUR BIG CASES THAT HAVE THE BIGGEST IMPACT  
20 THIS YEAR. LOOKING QUICKLY TO PAGE 14, AND JUST THE JUDGMENTS.  
21 YOU CAN SEE IN THE RED, THOSE ARE THE CONTINUING JUDGMENTS  
22 THAT WE PAY EVERY YEAR AND EXCEPT FOR MARROQUIN WHICH IS THREE  
23 YEARS, THOSE AMOUNT TO, AS I SAID, ABOUT \$11 MILLION. AND THEY  
24 COMPRISE THE BULK OF THE 14 MILLION WE PAID IN JUDGMENTS. THE  
25 REMAINING 3.5 WERE JUDGMENTS THAT WERE ENTERED THIS YEAR AND





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1 WERE CURRENT, SUCH AS THE HAYES, JAMES, REESE AND MOCK CASES.  
2 THOSE RESULTED FROM TRIALS WHERE VERDICT'S RENDERED AGAINST  
3 THE COUNTY. PAGE 15 SHOWS THE DIFFERENCE IN THE AMOUNT OF  
4 MONEY ON THESE CONTINUING OBLIGATIONS AND THE INCREASE OVER  
5 THE LAST TWO YEARS TO THIS YEAR. AND WE'VE PAID THIS YEAR 3.3  
6 MILLION OR 3.4 MILLION MORE IN THESE CONTINUING OBLIGATIONS  
7 THAN WE DID LAST YEAR, AND WE PAID NEARLY 8 MILLION MORE THAN  
8 WE DID TWO YEARS AGO JUST IN THESE FOUR CONTINUING  
9 OBLIGATIONS. AND YOU CAN SEE MARROQUIN AND BOUMAN PRESENT THE  
10 LARGEST AMOUNTS OF THESE. THIS YEAR WAS PARTICULARLY PLAGUED  
11 BY LARGE SETTLEMENTS. THESE ARE SOME OF THE LARGE SETTLEMENTS.  
12 WE HAD FOUR OF THEM. THESE ARE THE REMAINING LARGE SETTLEMENTS  
13 THAT WE HAD THIS YEAR. AND ONE OF THE THINGS THAT IS IMPORTANT  
14 ABOUT THIS, YOU CAN SEE SOME OF THE LARGEST SETTLEMENTS.  
15 AMANDE, PEREZ AND RODRIGUEZ, THOSE WERE DONE EARLY. ALL THREE  
16 OF THOSE CASES WERE SETTLED WITHIN LESS THAN A YEAR AND A  
17 HALF. PEREZ WAS SETTLED IN 12 MONTHS. RODRIGUEZ WAS SETTLED IN  
18 14 MONTHS. SO THE GOAL IS, IF THE CASE NEEDS TO BE SETTLED, DO  
19 IT QUICKLY. ELIMINATE THE ATTORNEYS' FEES AND MOVE ON. ALSO,  
20 WE'RE PLAGUED WITH SOME CASES THAT HAVE BEEN AROUND FOR A  
21 WHILE. TIRADO WAS SETTLED AFTER FIVE YEARS. THAT'S THE DEPUTY  
22 SHERIFF REGARDING THE ASSAULT. WE HAD OTHER CASES LIKE AVANDO,  
23 THAT ARE NOT SHOWN HERE, THAT WERE THE RESULT OF A VERDICT  
24 BACK IN 2005 FOR 6.5 MILLION AGAINST THE COUNTY. THAT WAS  
25 RECENTLY REVERSED AND WE SETTLED THAT CASE FOR \$750,000. SO



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1 SOME OF THESE CASES ARE OLDER AND SOME OF THEM ARE VERY  
2 RECENT. FINALLY, MANY OF THE SETTLEMENTS THIS YEAR WERE  
3 MEDICAL MALPRACTICE SETTLEMENTS. OVER \$15 MILLION INVOLVED  
4 MED. MAL. CASES. YOU CAN SEE SOME OF THE MED. MAL. CASES UP  
5 THERE. LET'S TAKE A LOOK AND SEE HOW THAT SHOWS OVER THE NINE  
6 YEARS, WHAT THAT TELLS US OVER NINE YEARS. IF YOU TAKE A LOOK  
7 AT THE DARK BLUE BARS TO THE LEFT AND THE DOTTED LINE  
8 INDICATES WHEN OUR DATABASE WAS PLACED INTO SERVICE, BEFORE  
9 THAT THERE WERE A NUMBER OF DATABASES. AND THERE WAS A  
10 CONVERSION IN 2003 OF DATA. AND THOSE BLUE LINES REPRESENT  
11 THAT CONVERSION. WHEN YOU TAKE A LOOK AT THESE FIGURES, THESE  
12 ARE THE FIGURES THAT WERE PRESENTED TO THIS BOARD. THERE WERE  
13 OTHER FIGURES, THOUGH. THE R.E.M.I.S. FIGURES ARE DIFFERENT  
14 THAN THIS. THEY'RE OFF HALF A MILLION TO AS MUCH AS 3 MILLION.  
15 IF I RUN A R.E.M.I.S. REPORT TODAY, I GET DIFFERENT FIGURES  
16 FOR THOSE THREE YEARS. SO THERE WAS A LOT LOST IN CONVERSION  
17 THERE. ALSO, IT'S IMPORTANT TO POINT OUT THAT IN 2000-2001  
18 THROUGH 2002-003. THERE WERE JUST SEVERAL BIG CASES THAT CAME  
19 DOWN DURING THOSE YEARS THAT REALLY IMPACTED THOSE YEARS  
20 ADVERSELY. THE VALENTIN CASE CAME DOWN, AND THAT WAS 14  
21 MILLION IN 2000-2001. THE MONIQUE WILLIAMS WAS A \$27 MILLION  
22 VERDICT OR A SETTLEMENT AGAINST THE COUNTY. THAT WAS A CASE  
23 INVOLVING STRIP SEARCHES IN OUR JAILS. AND THAT SETTLEMENT WAS  
24 A LARGE SETTLEMENT AND WAS PAID DURING THOSE YEARS. SO IT  
25 IMPACTED THOSE YEARS. IT WAS NOT PAID INTO THE SUCCEEDING



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1 YEARS, HOWEVER. THE SAME HOLDS TRUE FOR 2002- 2003. AND EACH  
2 OF THOSE YEARS THERE WERE JUST A FEW CASES THAT AMOUNTED TO 20  
3 MILLION OR MORE IN SETTLEMENTS. SO THAT'S WHY THOSE YEARS ARE  
4 PARTICULARLY LARGE. AS WE GO INTO THE CURRENT YEAR, WE HAVE  
5 THE SAME, IN 2008-2009, WE HAVE SOME LARGE CASES, BOTH NEW AND  
6 OLD, AS I INDICATED. SOMETHING TO NOTE IS THAT THIS DOES NOT  
7 INCLUDE THE ORONOS OR THE ANKE CASES. THOSE CASES ARE NOT  
8 CONVENTIONAL LITIGATION. THEY'RE NOT PAID OUT OF THE BUDGET  
9 FOR SETTLEMENTS AND JUDGMENTS FOR THE COUNTY. BUT, HOWEVER,  
10 THE FEES FOR THOSE CASES ARE INCLUDED. NOW, JUST VERY QUICKLY,  
11 I'D LIKE TO INDICATE WHAT WE'RE DOING ABOUT THE INCREASING  
12 COSTS FOR JUDGMENTS AND SETTLEMENTS. FIRST WE'RE HAVING  
13 AGGRESSIVE CLAIMS MANAGEMENT. WE'RE FIGHTING A TWO-FRONT WAR  
14 HERE. ONE FRONT IS THE NUMBER OF CLAIMS THAT COME AT THE  
15 COUNTY. THE OTHER IS HOW MUCH WE SPEND IN FEES AND COSTS AND  
16 JUDGMENTS AND SETTLEMENTS AFTER THE CASES COME IN. THE FIRST  
17 DIRECTIVE IS TO AGGRESSIVELY MANAGE THE CLAIMS SO THAT THEY  
18 DON'T BECOME LAWSUITS. WE DO THIS INITIALLY AT THE EXECUTIVE  
19 LEVEL OF PARTICIPATION. SUPERVISOR MOLINA, YOU ASKED WERE  
20 PEOPLE TOLD? AND DURING THE L.E.R.C. MEETINGS, THE EXECUTIVES  
21 ARE TOLD EXACTLY WHAT THEIR LIABILITIES ARE, WHERE THEY'RE  
22 COMING FROM. SO THAT COMMUNICATION IS OCCURRING NOW. THE  
23 SECOND AREA IS WE'RE LOOKING AT CERTAIN PROBLEM AREAS, LIKE  
24 THE EMPLOYMENT PILOT PROGRAM. EMPLOYMENT IS A CONSIDERABLE  
25 EXPENSE. EMPLOYMENT LITIGATION IS A CONSIDERABLE EXPENSE FOR



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1 THE COUNTY, AND WE ARE CONNECTING ATTORNEYS IMMEDIATELY UPON A  
2 CASE BEING FILED OR A CLAIM. AND THEY ARE COORDINATING WITH  
3 THE RISK COORDINATOR FOR EACH DEPARTMENT. AND WE ARE DOING  
4 RISK MANAGEMENT TRAINING; THAT IS, ATTORNEYS ARE TRAINING IN  
5 RISK MANAGEMENT. NOW, THE SHERIFF'S DEPARTMENT IS LOOKING AT  
6 EXCESSIVE FORCE IN AUTO CASES. WE'VE HAD A BIG INCREASE IN  
7 BOTH OF THOSE. MEDICAL MALPRACTICE, WE HAVE A SUBCOMMITTEE  
8 THAT'S ALSO FORMED BY THE LEGAL EXPOSURE REDUCTION COMMITTEE.  
9 THAT SUBCOMMITTEE IS TASKED WITH TRENDING AND TARGETING  
10 MEDICAL MALPRACTICE CASES. WE'RE FINDING OUT WHAT HOSPITAL,  
11 WHAT TYPE OF INCIDENT AND WHO ARE INVOLVED IN THAT INCIDENT.  
12 ALSO MEDICAL MALPRACTICE, WE'RE DEALING-- WE HAVE A LITIGATION  
13 MANAGEMENT PROTOCOL REVIEW AND SETTLEMENT REVIEW BECAUSE OF  
14 SEVERAL OF THE LARGE SETTLEMENTS THIS YEAR. WE ALSO HAVE AN  
15 EMPLOYMENT PRACTICES SUBCOMMITTEE WHICH IS TARGETING CERTAIN  
16 PROBLEM AREAS, GETTING INTO THE DEPARTMENTS, SPEAKING TO THE  
17 PEOPLE HANDLING THOSE TYPES OF CLAIMS AND CASES AND TRYING TO  
18 CORRECT THOSE PROBLEMS. ROADWAY CASES, WE DIDN'T HAVE THIS  
19 YEAR A LOT OF ROADWAY CASES, IN FACT WE WERE DOWN FROM THE  
20 PRIOR YEAR OF ALMOST 5 MILLION. WE HAD VERY FEW SETTLEMENTS ON  
21 OUR ROADWAY CASES FOR THE DEPARTMENT OF PUBLIC WORKS. HOWEVER,  
22 WE KNOW FROM HISTORY THAT WE'RE GOING TO BE FACING THIS  
23 PROBLEM AGAIN. SO WE ARE LOOKING AT THAT AND OUR ATTORNEYS ARE  
24 DISCUSSING EACH CASE WITH THE DEPARTMENT ON A REGULAR BASIS.  
25 CONTRACTUAL RELATIONSHIPS, SPREADING THE RISK. WE'RE LOOKING



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1 AT THE CONTRACTUAL RELATIONSHIPS AT THE INDEMNITY PROVISIONS  
2 TO MAKE SURE THAT WHEN THE COUNTY OFFERS ITS SERVICES TO A  
3 PARTICULAR ENTITY, THAT IT'S PROVIDED THE APPROPRIATE  
4 INDEMNITY PROVISION. THE RISK MANAGEMENT DEPARTMENT HAS  
5 IMPLEMENTED THE RISK EXPOSURE COST AVOIDANCE PLANS AND M.A.P.  
6 GOALS THAT ARE CONNECTED SO THAT EXECUTIVES KNOW EXACTLY WHERE  
7 THEY ARE AND ARE FORCED TO TAKE A LOOK AT WHERE THEIR  
8 EXPOSURES ARE AND IMPLEMENT THOSE CORRECTIONS IN THE FORM OF  
9 M.A.P. GOALS. WE'RE ALSO, IN THE AREA OF ATTORNEYS' FEES AND  
10 COSTS, LOOKING AT SIGNIFICANT CASE REVIEW, THE BIG CASES AND  
11 THOSE THAT THE THIRD-PARTY ADMINISTRATORS ARE REVIEWING TO  
12 MAKE SURE THAT THOSE BILLS ARE BEING REVIEWED PROPERLY. AND  
13 COUNTY COUNSEL IS LOOKING AT ALL SIGNIFICANT CASE INVOICES.  
14 WE'RE ALSO IMPLEMENTING, HOPEFULLY THIS YEAR, THIS FISCAL  
15 YEAR, AN E-BILLING PROGRAM WHICH WILL MAKE IT MORE EFFICIENT  
16 TO REVIEW BILLS. THEY WILL BE DONE ELECTRONICALLY. WE ALSO  
17 HAVE BUDGET CHECKS THAT PROVIDES WARNINGS TO LAWYERS THAT ARE  
18 MONITORING AND MANAGING CASES TO GIVE THEM A HEADS UP ON IF  
19 WE'RE COMING CLOSE TO THE BUDGET. AND ALL BUDGETS ARE REQUIRED  
20 TO BE APPROVED BY SUPERVISORS BEFORE THEY CAN BE CHANGED.  
21 FINALLY, IN-HOUSE FEES AND T.P.A. MANAGEMENT LITIGATION, WE  
22 NOTICED, AS YOU COULD TELL FROM THE INCREASE, THE CAPTURED  
23 FEES, \$2.55 MILLION WAS SPENT ON ATTORNEYS WORKING WITH THE  
24 T.P.A.S TO MANAGE THE LITIGATION HANDLED BY T.P.A.S. WE ARE  
25 LOOKING AT THAT TO SEE IF WE CAN FIND SOME EFFICIENCIES IN



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1 THAT AREA. IF YOU HAVE ANY QUESTIONS, I'LL BE HAPPY TO ANSWER  
2 THEM.

3

4 **SUP. KNABE, CHAIRMAN:** OKAY. ANY QUESTIONS AT POINT? SUPERVISOR  
5 MOLINA?

6

7 **SUP. MOLINA:** LET ME ASK A COUPLE OF QUESTIONS. BASICALLY, AS  
8 FAR AS LIABILITY, A LITTLE LESS THAN 50 PERCENT IS BASIC  
9 SETTLEMENTS ON CLAIMS FOR THE WHOLE-- YOU HAVE 50 PERCENT OF  
10 IT WENT TO BIG CASES, RIGHT? MARROQUIN, RIGHT?

11

12 **STEVE ESTABROOK:** YES, APPROXIMATELY 50 PERCENT. ACTUALLY MORE,  
13 A LITTLE BIT MORE THAN 50 PERCENT.

14

15 **SUP. MOLINA:** THAT'S WHAT I'M SAYING, SOMETHING LIKE 53  
16 PERCENT, I'M NOT SURE WHAT THE NUMBER IS. A LITTLE LESS, WENT  
17 TO THE OVERALL SETTLEMENTS AND CLAIMS THAT WEREN'T THE BIG  
18 CASES. DO YOU HAVE THAT BREAKDOWN AS FAR AS LEGAL FEES?

19

20 **STEVE ESTABROOK:** I DON'T HAVE THE-- IN TERMS OF CASE BY CASE  
21 AND THE SIZE OF CASE, I CAN GET THAT, BUT I DON'T HAVE THAT  
22 HERE.

23

24 **SUP. MOLINA:** IT WOULD SEEM TO ME IF YOU HAVE SEVEN OR EIGHT  
25 CASES AND OF THE 54 MILLION THAT WE PAID IN JUDGMENTS, IT



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1 WOULD BE INTERESTING TO KNOW WHAT THE LEGAL FEES WERE FOR 50  
2 PERCENT OF THAT. THE 26 PERCENT-- 26 MILLION OR WHATEVER THAT  
3 WAS AND WHAT THE LEGAL FEES WERE FOR THE REMAINING AMOUNT.

4

5 **STEVE ESTABROOK:** YES.

6

7 **SUP. MOLINA:** ISN'T THAT A WORTHWHILE FIGURE TO KNOW?

8

9 **STEVE ESTABROOK:** WE LOOK AT THEM INDIVIDUALLY. AND I HAVEN'T  
10 GROUPED THEM AS FAR AS A CUT OFF IN SETTLEMENTS BECAUSE EACH  
11 CASE IS LOOKED AT INDIVIDUALLY.

12

13 **SUP. MOLINA:** I UNDERSTAND. BUT WE'RE SUPPOSED TO LOOK AT THE  
14 WHOLE.

15

16 **STEVE ESTABROOK:** YES.

17

18 **SUP. MOLINA:** I CAN'T IMAGINE-- I CAN'T IMAGINE THAT OUT OF THE  
19 LARGE CASES THAT YOU POINTED OUT, THAT OF THE \$50 MILLION IN  
20 FEES, THAT 25 MILLION WENT INTO DEFENSE FOR THE LARGER CASES.  
21 I CAN'T IMAGINE. CORRECT? AM I WRONG?

22

23 **STEVE ESTABROOK:** I DON'T KNOW. I HAVEN'T COMPUTED THAT ON A  
24 CASE BY CASE CUT OFF BASIS.

25





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1   **SUP. MOLINA:** I'M NOT TALKING ABOUT CASE BY CASE. I'M TALKING  
2   ABOUT JUST THE WAY YOU DIVIDED IT. YOU DIVIDED IT UP BY THE  
3   BIG CASES.

4

5   **STEVE ESTABROOK:** YES.

6

7   **SUP. MOLINA:** AND SO THAT'S NOW WHEN WE SEE THE BIG CHUNKS OF  
8   CASES THAT WERE THERE, AND WE HAVE SOME ASPECTS OF WHAT THE  
9   LEGAL FEES WERE, LIKE IN BOWMAN, YOU KNOW EXACTLY MOST OF THAT  
10  IS ALL LEGAL FEES.

11

12  **STEVE ESTABROOK:** WELL, OUR LEGAL FEES ARE NOT-- WERE NOT  
13  REFLECTED HERE IN THE JUDGMENTS AND SETTLEMENTS. WE HAVE  
14  ADDITIONAL LEGAL FEES IN BOWMAN THAT ARE SEPARATE AND APART  
15  FROM WHAT WE'RE PAYING THE PLAINTIFF'S COUNSEL AND WHAT WE ARE  
16  PAYING THE EXPERT.

17

18  **SUP. MOLINA:** AGAIN. BUT IN THE TOTAL NUMBER OF \$49,528,000,  
19  THAT IS THE TOTAL OF FEES IN AND OUT, RIGHT?

20

21  **STEVE ESTABROOK:** YES.

22

23  **SUP. MOLINA:** ONCE AGAIN, THE JUDGMENT, 54,551,000 IS THE TOTAL  
24  IN SETTLEMENTS.

25



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1     **STEVE ESTABROOK:** YES.

2

3     **SUP. MOLINA:** A LITTLE OVER OF THAT. 26 PERCENT OR SO. 50 SOME.  
4     I MEAN 26, 27,000. IS ATTRIBUTED TO FOUR OR FIVE MAJOR CASES.  
5     SIX, SEVEN MAJOR CASES.

6

7     **STEVE ESTABROOK:** YES.

8

9     **SUP. MOLINA:** OKAY. SO I AM SURE THE LEGAL FEES ARE NOT DIVIDED  
10    THE SAME WAY. IS THIS A TOUGH QUESTION? IT SHOULD BE AN  
11    AUTOMATIC QUESTION. YOU HAVE TO LOOK AT IT.

12

13    **STEVE ESTABROOK:** WELL, SOMETIMES IN A BIGGER CASE FOR EXAMPLE,  
14    PEREZ OR RODRIGUEZ, WHEN WE HAVE AGGRESSIVE SETTLEMENT  
15    POSTURE, WE DON'T HAVE LARGE LEGAL FEES. NOW, I HAVEN'T TAKEN  
16    EACH CASE AND DONE-- WHAT I HAVE PROVIDED TO YOU IS THE  
17    DIFFERENCE, AT YOUR REQUEST, THE DIFFERENCE IN SETTLEMENTS,  
18    HOW MANY CUT OFFS. BUT I HAVEN'T PROVIDED THE ATTORNEYS' FEES  
19    FOR EACH OF THOSE SEGMENTS. I'LL BE HAPPY TO DO THAT. I  
20    HAVEN'T DONE THAT, BUT I'LL BE HAPPY TO DO THAT.

21

22    **SUP. MOLINA:** MR. ESTABROOK, ONE OF THE LARGEST ISSUES THAT  
23    I'VE HAD HERE IN THE 17 YEARS THAT I'VE BEEN HERE IS THE  
24    ESCALATING COSTS OF DISCOVERY. I'M ALL IN FAVOR OF DISCOVERY  
25    WHEN WE NEED TO DO DISCOVERY TO MAKE SURE WE GET AN EFFECTIVE



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1 SETTLEMENT. BUT I'VE SEEN DISCOVERY FOR CASES THAT ON DAY ONE  
2 YOU'RE SAYING "OH MY GOSH, WE'RE AT FAULT." I MEAN ONE WAS A  
3 VERY BASIC SIMPLE THING, WE DIDN'T MEET THE STANDARD OF CARE.  
4 DIDN'T TAKE A WHOLE LOT OF DISCOVERY TO FIGURE THAT OUT IN A  
5 MEDICAL MALPRACTICE CASE. SO YOU SHOULDN'T SPEND OVER \$150 TO  
6 MAKE THAT CONCLUSION. BUT IF YOU SPENT \$335,000 TO MAKE THAT  
7 CONCLUSION, IT WOULD SEEM THAT YOU OVERSPENT IN LEGAL  
8 DISCOVERY FEES; RIGHT?

9

10 **STEVE ESTABROOK:** YES, SUPERVISOR. BUT THERE ARE ADDITIONAL  
11 ELEMENTS INVOLVED. FOR EXAMPLE, YOU CAN ANALYZE YOUR CASE  
12 EARLY ON, WHICH IS WHAT WE'RE DOING WITH OUR ROUND TABLE  
13 BECAUSE EACH CASE IS BEING ROUND TABLED--

14

15 **SUP. MOLINA:** I UNDERSTAND THE STRATEGY ABOUT TOUGH  
16 DEPOSITIONS. I UNDERSTAND THE STRATEGY ABOUT TOUGH  
17 INTERROGATORIES. I UNDERSTAND THAT. BUT I GUESS WHAT THE ISSUE  
18 IS HERE IS THAT IF YOU DON'T KNOW THAT NUMBER-- AND IT'S GOT  
19 TO BE-- SO FOR 20 SOME MILLION IN JUDGMENTS, WE SPENT \$38  
20 MILLION TO GET IT. THAT COULD BE IT BECAUSE I DON'T KNOW THE  
21 NUMBERS. NO. LOOK AT THE NUMBERS THAT THEY HAVE. THEIR OWN  
22 NUMBERS SHOW THAT WE PAID \$54 MILLION IN JUDGMENTS, IN  
23 LIABILITY JUDGMENTS. TO GET THAT FIGURE, WE SPENT \$49 MILLION  
24 IN FEES. RIGHT?

25



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1     **STEVE ESTABROOK:** THAT'S NOT ENTIRELY TRUE, SUPERVISOR. BECAUSE  
2     AS I EXPLAINED EARLIER, IN THOSE FEES ARE-- THOSE ARE ALL OUR  
3     LITIGATION FEES. FOR EXAMPLE--

4

5     **SUP. MOLINA:** I KNOW.

6

7     **STEVE ESTABROOK:** WE WEREN'T DEFENDING ANYTHING IN THE PROP 8  
8     CASE, BUT WE SPENT FEES ON IT. WE WEREN'T SPENDING ANYTHING ON  
9     THE JUDICIAL BENEFIT CASE. WE SPENT FEES ON THAT. WE WEREN'T  
10    DEFENDING ANY CASES WHEN WE WERE RECOVERING THOSE LARGE  
11    DOLLARS THAT YOU SAW UP THERE. WE SPENT MONEY ON THAT. SO THIS  
12    IS NOT-- WHEN YOU SAY WE SPENT THIS TO GET TO DEFEND THESE  
13    CASES, THAT'S INACCURATE.

14

15    **SUP. MOLINA:** WHAT I'M TRYING TO SAY AND WHAT I'M TRYING TO GET  
16    YOU TO UNDERSTAND, BECAUSE I NEED TO UNDERSTAND IT, IS THAT IF  
17    YOU TAKE THE WHOLE AS YOU DID AND YOU DIVIDED IT IN HALF, THE  
18    BIG CASES, YOU'RE THE ONE THAT PUT THE FIGURE UP, I'M JUST  
19    CHECKING THE SAME THING. THE BIG CASES WERE THE BULK OF THE  
20    SETTLEMENTS. MARROQUIN, TIRADO, AMANDE, THOSE I UNDERSTAND.

21

22    **STEVE ESTABROOK:** YES.

23

24    **SUP. MOLINA:** THE OTHER HALF WERE THE REGULAR CASES, SLIP AND  
25    FALL CASES. THOSE KINDS OF CASES. WHEN I ASKED THE QUESTION



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1 IS, OF THESE BIG CASES, WHAT WERE THE LEGAL FEES? YOU DON'T  
2 KNOW.

3

4 **STEVE ESTABROOK:** WELL I DO KNOW. I CAN'T RECITE THEM TO YOU  
5 RIGHT NOW. BUT I DON'T KNOW WHAT EACH AND EVERY CASE WHAT THE  
6 FEES AND COSTS WERE FOR EACH OF THOSE CASES.

7

8 **SUP. MOLINA:** I UNDERSTAND. WE DON'T HAVE IN OUR REPORT, LET'S  
9 PUT IT THAT WAY, THAT FIGURE. WE DON'T HAVE THAT FIGURE.

10

11 **STEVE ESTABROOK:** THAT'S NOT IN THE REPORT, THAT'S CORRECT.

12

13 **SUP. MOLINA:** BUT MY ASSUMPTION WOULD BE-- AND CORRECT ME IF I'M  
14 WRONG-- MY ASSUMPTION WOULD BE IT WOULD COST US MORE IN LEGAL  
15 FEES TO GET THE LESS THAN 25 PERCENT, 25 MILLION IN CLAIMS;  
16 YES?

17

18 **STEVE ESTABROOK:** LESS THAN 25 MILLION IN CLAIMS? WE HAVE  
19 DEVELOPED A CHART WHICH HAS BEEN PROVIDED TO YOU, SUPERVISOR,  
20 WHICH INDICATES THE BREAKDOWN ON THAT, ON THE SIZE OF THE  
21 SETTLEMENTS AND HOW MUCH WAS PAID IN ATTORNEYS' FEES AND  
22 COSTS. SO THERE HAS BEEN AN ANALYSIS OF THAT. IT IS NOT IN MY  
23 REPORT ON THE LITIGATION. BUT THAT INCLUDES ALL CLAIMS AND  
24 LITIGATION.

25



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1    **SUP. MOLINA:** AND WHAT IS THAT NUMBER?

2

3    **STEVE ESTABROOK:** I'M SORRY. I DON'T KNOW IT OFF THE TOP OF MY  
4    HEAD. IT'S JUST BASED ON THE--

5

6    **SUP. KNABE, CHAIRMAN:** WOULDN'T IT BE BETTER TO BREAK THOSE  
7    NUMBERS OUT LIKE THAT SO YOU DON'T INCLUDE ALL THE OTHER NON  
8    SETTLEMENT? WHERE YOU SPEND MONEY ON CERTAIN THINGS LIKE YOU  
9    SAY, BUT THERE'S NO CLAIMS. JUST BREAK IT OUT. SO THAT YOU  
10   HAVE A BETTER HANDLE, I THINK, IS WHAT SHE'S ASKING FOR.

11

12   **SUP. MOLINA:** BECAUSE IT'S INTERESTING TO KNOW THERE'S NO DOUBT  
13   THERE'S A LOT OF CASES THAT ARE GOING TO COST US A LOT OF  
14   MONEY. AND WE KNOW WE HAVE TO SPEND MONEY ON THE DEFENSE OF  
15   IT. AND THERE ARE CERTAIN CASES THAT WE KNOW WE'RE CLEARLY AT  
16   FAULT YET WE NEED TO DEVELOP A DEFENSIVE POSTURE AND I  
17   UNDERSTAND THAT. BUT AT A POINT IN TIME WHERE I THINK WE NEED  
18   TO CURB LEGAL COSTS. AND I DON'T KNOW WHAT THAT NUMBER IS OR  
19   WHAT YOUR TARGET WOULD BE. WE JUST TALKED ABOUT, THIS MANAGER  
20   MENTIONED THAT THERE'S NOW A SET OF CHARTS THAT EACH  
21   DEPARTMENT WILL GET AND ABOUT THE 5 PERCENT REDUCTION, RIGHT?

22

23   **STEVE ESTABROOK:** YES.

24



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1   **SUP. MOLINA:** I'M CURIOUS, AS WELL, AS TO WHETHER COUNTY  
2   COUNSEL IS GOING TO GET SUCH A CHART WHEN IT COMES TO  
3   MONITORING LEGAL FEES, BECAUSE THEY ARE THE ONLY ONES THAT CAN  
4   DO THAT. THE DEPARTMENTS CANNOT.

5

6   **STEVE ESTABROOK:** WELL RIGHT NOW CURRENTLY THE THIRD-PARTY  
7   ADMINISTRATORS ARE ALSO MONITORING LEGAL FEES. COUNTY COUNSEL  
8   AND THE ATTORNEYS THAT THEY HIRE, THEY MONITOR THE LEGAL FEES.  
9   THIRD-PARTY ADMINISTRATORS MONITOR A LARGE BULK OF THE FEES.  
10   AND THAT'S ONE OF THE THINGS THAT WE'RE LOOKING AT NOW.

11

12   **SUP. MOLINA:** I KNOW. AND I DON'T KNOW WHEN WE STARTED, BUT I  
13   KNOW I STARTED QUESTIONING A LOT OF ISSUES LIKE PAYING FOR  
14   THEIR TRAVEL TO AND FROM THE COURTHOUSE, PAYING FOR THE COPY  
15   BOY TO GO XEROX AND THE TIME ASSOCIATED WITH THAT AND ALL  
16   THESE THINGS. THAT HAS BROUGHT DOWN SOME OF THE EXPENSES. SO  
17   WHEN YOU SAY MONITOR, WE DON'T KNOW WHAT WE'RE MONITORING YET  
18   BECAUSE THERE IS NO SET OF STANDARDS ON DISCOVERY, CORRECT?

19

20   **STEVE ESTABROOK:** IN TERMS OF STANDARDS FOR DISCOVERY--

21

22   **SUP. MOLINA:** FOR EXAMPLE, SHOULD A \$350 LAWYER DRAFT  
23   INTERROGATORIES, YES OR NO.

24





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1     **STEVE ESTABROOK:** IT DEPENDS ON THE CASE. IT REALLY DOES. AND  
2     IF THE CASE MERITS IT--

3

4     **SUP. MOLINA:** HOW MANY DRAFTS SHOULD THE \$350 AN HOUR LAWYER  
5     HAVE? TWO? THREE? 16?

6

7     **STEVE ESTABROOK:** WELL, AGAIN, EACH CASE IS DIFFERENT.

8

9     **SUP. MOLINA:** I UNDERSTAND THAT. BUT IF YOU DON'T START FROM A  
10    STANDARD. I UNDERSTAND EVERY SINGLE CASE IS DIFFERENT. I KNOW  
11    THAT. BUT THERE SHOULD BE A SET OF STANDARDS, OKAY? I THINK  
12    THERE SHOULD NEVER BE A \$350 LAWYER THAT DRAFTS  
13    INTERROGATORIES. HE MIGHT EDIT THEM. HE MIGHT FINALIZE THEM.  
14    BUT I CAN TELL YOU THERE IS NO LAW FIRM THAT I KNOW OF THAT  
15    SPENDS \$350 LAWYER TO DRAFT INTERROGATORIES UNLESS THEY'RE A  
16    SINGLE MAN OPERATION, A SINGLE PERSON OPERATION, THEY DON'T DO  
17    THAT. THEIR STANDARDS ARE DIFFERENT. IT STARTS WITH THE LAW  
18    CLERK AND MOVES UP TO THE ASSOCIATE. AND EVEN STARTS WITH THE  
19    PARALEGAL. LAW CLERK, ASSOCIATE, PARTNER.

20

21    **STEVE ESTABROOK:** EACH CASE IS MANAGED SEPARATELY. EACH CASE  
22    AND EVERY CASE, THERE'S NO ONE SIZE FITS ALL.

23

24    **SUP. MOLINA:** I UNDERSTAND THAT. BUT IF YOU DON'T HAVE A SET OF  
25    STANDARDS, WHICH IS THE POINT I'M TRYING TO MAKE. AND THAT'S



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1 WHAT I'M TRYING TO GET TO. JUST LIKE YOU'RE GOING TO ASK THE  
2 DEPARTMENTS TO CUT BY 5 PERCENT THE NUMBER THEY JUST CAME OUT  
3 OF THE AIR, I'M WONDERING WHAT SET OF STANDARDS THAT OUR OWN  
4 COUNTY COUNSEL UTILIZES. WE ALWAYS KNOW EVERY CASE IS  
5 DIFFERENT, THAT'S TRUE OF EVERYTHING. THE DEPARTMENT OF HEALTH  
6 SERVICES, EVERY MEDICAL MALPRACTICE CASE IS GOING TO BE  
7 DIFFERENT, YET THEY'RE GOING TO HAVE A 5 PERCENT REDUCTION.

8

9 **STEVE ESTABROOK:** WELL AS PART OF THE LITIGATION SEVERITY  
10 INDEX, THERE WERE BILLING GUIDELINES THAT WERE INCLUDED IN  
11 THAT AND PROVIDED TO ALL COUNTY COUNSEL WHO WERE REVIEWING  
12 BILLS AS A GUIDELINE.

13

14 **SUP. MOLINA:** I KNOW. BUT THOSE BILLING GUIDELINES WERE ALWAYS  
15 IN THE STANDARDS OF TRAVEL AND-- I DON'T UNDERSTAND THEM TO BE  
16 IN THE DISCOVERY AREA.

17

18 **STEVE ESTABROOK:** THEY'RE IN ALL PHASES OF THE LITIGATION  
19 INCLUDING DISCOVERY.

20

21 **SUP. MOLINA:** GIVE ME AN EXAMPLE OF A STANDARD IN DISCOVERY.

22

23 **STEVE ESTABROOK:** RESPONDING TO INTERROGATORIES. YOU COULD BE  
24 RESPONDING TO 500 INTERROGATORIES OR YOU COULD BE RESPONDING  
25 TO 10 INTERROGATORIES.



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1

2 **SUP. MOLINA:** SO WHAT IS THE STANDARD?

3

4 **STEVE ESTABROOK:** WE CAME UP WITH VARIOUS STANDARDS FOR  
5 RESPONDING TO MOTIONS AND DISCOVERY JUST AS A GENERAL  
6 GUIDELINE. AND I CAN'T FOR DISCOVERY FOR THE INTERROGATORIES,  
7 I'D HAVE TO LOOK AT THE GUIDELINES. I COULDN'T RECITE IT TO  
8 YOU TO GET THE EXACT AMOUNT. BUT THERE ARE GUIDELINES FOR  
9 EVERY PHASE OF LITIGATION, FOR THE DISCOVERY BROKEN DOWN BY  
10 PHASES. THIS WAS PROVIDED. WE DID THIS A YEAR AGO. AND AS A  
11 GUIDELINE TO COUNTY COUNSEL SO THAT THEY COULD REFER TO THAT  
12 WHEN THEY WERE REVIEWING BILLS AND LOOKING AT CASES.

13

14 **SUP. MOLINA:** SO RIGHT NOW AS A GUIDELINE, THEY GO BY THOSE  
15 STANDARDS AND YOU HAVE THEM IN ALL AREAS, EXPERTS, IN ALL  
16 AREAS OF DISCOVERY.

17

18 **STEVE ESTABROOK:** EXPERTS IS A DIFFERENT-- IF WE'RE DEALING  
19 WITH MEDICAL MALPRACTICE AND THE ESCALATION OF THE MEDICAL  
20 EXPENSES THAT WE'RE HAVING THERE, WE HAVE GUIDELINES FROM  
21 EVERYTHING FROM, EVERY PHASE OF LITIGATION DOWN TO HOW MUCH  
22 YOU CAN CHARGE FOR A PARTICULAR COST FOR EXAMPLE, A COURT  
23 REPORTER AND A DISK FOR TRANSCRIPT FOR A COURT REPORTER. SO  
24 OUR OUTSIDE LAWYERS ARE PROVIDED WITH THAT. OUR INSIDE LAWYERS  
25 ARE PROVIDED WITH THAT. SO, YES, THERE ARE GUIDELINES



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1 PROVIDED. BUT, AGAIN, THESE ARE GUIDELINES. AND EVERY CASE IS  
2 DIFFERENT. AND I UNDERSTAND HOW WHEN YOU'RE LOOKING AT THIS,  
3 YOU SAY, "WHAT IS THE AMOUNT? WHAT CAN BE CHARGED?" WELL,  
4 AGAIN, EVERY SINGLE CASE IS SO UNIQUE. AND THAT'S THE  
5 RESPONSIBILITY OF THE MANAGING LAWYER. THAT'S WHY IT'S SO  
6 IMPORTANT THAT THE MANAGING LAWYER BE ON TOP OF IT.

7

8 **SUP. MOLINA:** MR. ESTABROOK, I'VE HEARD YOU SAY THIS TEN TIMES  
9 TO ME ABOUT HOW UNIQUE THEY ALL ARE. BUT I STILL THINK THAT  
10 THERE ARE A SET OF STANDARDS THAT CAN BE APPLIED ACROSS THE  
11 BOARD, WHETHER IT'S MET OR NOT IS A DIFFERENT THING. THAT'S A  
12 DIFFERENT ISSUE. IT'S JUST LIKE EVERY CHILDREN'S CASE THAT  
13 EVERY SOCIAL WORKER EVALUATES IS UNIQUE. YET THERE ARE A SET  
14 OF PROTOCOLS AND STANDARDS THAT NEED TO BE MET. I GUESS THAT'S  
15 WHAT WE'RE NOT SEEING HERE AND I DON'T KNOW. NOW, IF THERE IS  
16 A SET OF STANDARDS ABOUT DRAFTING INTERROGATORIES OR  
17 RESPONDING TO INTERROGATORIES, I'D LIKE TO SEE HOW OFTEN THAT  
18 STANDARD IS MET. IS THAT EVALUATED SOMEWHERE IN THE PROCESS?

19

20 **STEVE ESTABROOK:** WELL, THE BILLS ARE REVIEWED BY THE MANAGING  
21 LAWYER. BUT RIGHT NOW IN TERMS OF EVALUATING IF THAT LAWYER  
22 ADHERES SPECIFICALLY TO A PARTICULAR GUIDELINE, THAT'S THE  
23 RESPONSIBILITY OF THE SUPERVISOR.

24

25 **SUP. MOLINA:** YOU THINK THE SUPERVISOR LOOKS AT IT NOW?



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1

2 **STEVE ESTABROOK:** I'M SORRY?

3

4 **SUP. MOLINA:** YOU THINK THE SUPERVISOR LOOKS AT IT NOW?

5

6 **STEVE ESTABROOK:** THEY'RE IN CONSTANT COMMUNICATION WITH THE  
7 LAWYERS IN THEIR DIVISION, AND THEY'RE TALKING TO THEM ABOUT  
8 THE CASES. THOSE SUPERVISORS KNOW THOSE CASES. AND THEY ARE  
9 FAMILIAR WITH WHAT THE BUDGETS ARE AND WHAT'S BEING SPENT.

10

11 **SUP. MOLINA:** MR. ESTABROOK, AGAIN WE'LL CHECK THAT. THE ISSUE  
12 ON SOME OF THE RECOMMENDATIONS THAT YOU MADE, YOU USED A LOT  
13 OF WORDS "IT IS RECOMMENDED", "IT IS SUGGESTED" "IN  
14 CONJUNCTION WITH." THOSE ARE ALL SOFT WORDS THAT COULD MEAN  
15 SOMETHING, IT COULD MEAN NOTHING. SO IF WE'RE IN FACT GOING TO  
16 HAVE SOME REAL GOALS, SHOULDN'T THEY BE STATED IN MORE DIRECT  
17 TERMS?

18

19 **STEVE ESTABROOK:** PERHAPS THEY COULD BE.

20

21 **SUP. MOLINA:** IN JAILS AND LAB TESTS. "IT IS RECOMMENDED THE  
22 SHERIFF INVESTIGATE ON THE FAILURE TO TIMELY REVIEW LABORATORY  
23 TESTS." WOULDN'T IT BE BETTER TO SAY: THE SHERIFF MUST  
24 INVESTIGATE THE FAILURE. BECAUSE WE LOSE THESE CASES WHEN  
25 THOSE LAB TESTS DON'T WORK.



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1

2     **STEVE ESTABROOK:** YES. MY WISH LIST FOR THINGS THAT SHOULD BE  
3     DONE AND COULD BE DONE FOR A VARIETY OF CASES. BUT THESE  
4     DIRECTORS-- AND NOW AFTER THE L.E.R.C., AFTER THE INSTITUTION  
5     OF THE L.E.R.C., I HAVE AN OPPORTUNITY TO GO FACE-TO-FACE WITH  
6     THESE DIRECTORS. THEY ARE BUSINESS PEOPLE. THEY HAVE TO DECIDE  
7     WHERE THEY SPEND THEIR MONEY. AND I CAN MAKE SUGGESTIONS. I  
8     CAN MAKE RECOMMENDATIONS. BUT ULTIMATELY IT'S THEIR CALL AS TO  
9     WHERE THEY WANT TO PUT THEIR RESOURCES. SO I CAN MAKE  
10    SUGGESTION TO THE SHERIFF'S DEPARTMENT AND SAY THIS IS  
11    SOMETHING THAT I RECOMMEND THAT YOU DO. IT WILL SAVE DOLLARS  
12    ON THE LITIGATION SIDE. THEY MAY LOOK AT THAT, WEIGH THAT AND  
13    MAKE THE DECISION NOT TO SPEND THOSE DOLLARS THERE BUT IN SOME  
14    OTHER PLACE WHERE IT MIGHT BE MORE EFFECTIVE. I CAN'T MAKE  
15    THAT CALL. SO WHEN YOU ASK IF I CAN DIRECT THE SHERIFF OR  
16    DIRECT A DIRECTOR AND SAY "DO THIS OR DO THAT," I CAN MAKE  
17    RECOMMENDATIONS. I CAN SUGGEST TO THEM. BUT I DON'T BELIEVE IT  
18    IS MY PLACE TO SAY: "DO THIS."

19

20    **SUP. MOLINA:** BUT IT IS YOUR PLACE TO RECOMMEND TO US. AND THEN  
21    WE CAN DROP THE HAMMER ON THEM.

22

23    **STEVE ESTABROOK:** THAT'S WHAT I'VE PLACED IN MY REPORT.  
24    RECOMMENDATIONS AND SUGGESTIONS.

25



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1   **SUP. MOLINA:** SO IF I CHANGE YOUR RECOMMENDATION TO SAY "THE  
2   SHERIFF MUST INVESTIGATE THE FAILURE", THERE SHOULD BE A  
3   BETTER OUTCOME, CORRECT?

4

5   **STEVE ESTABROOK:** HOPEFULLY THAT WOULD BE THE CASE, YES.

6

7   **SUP. MOLINA:** AND IS THAT ALSO TRUE-- IN THE EMPLOYMENT PLACES,  
8   WHICH I THINK IS A BIG BULK OF THE BIG PAYOUTS IN THESE  
9   SETTLEMENTS THAT WE HAVE TO DO?

10

11   **STEVE ESTABROOK:** YES, IN THE LAW ENFORCEMENT AREA, OUR  
12   JUDGMENTS AND SETTLEMENTS HAVE GONE DOWN. OUR ATTORNEYS' FEES  
13   HAVE GONE UP, WHICH INDICATES THAT WE HAVE SOME FRIVOLOUS  
14   CLAIMS AND WE'RE MEETING THOSE CLAIMS HEAD ON AND DOING A GOOD  
15   JOB OF IT. SO WHEN I'M LOOKING AT THESE CASES, WHAT I SEE IS  
16   WE HAVE A CLAIMING EXCESSIVE FORCE NUMBER OF CASES COMING IN  
17   THE DOOR. SO WHAT I SUGGEST IS WE LOOK AT WHAT THOSE CASES  
18   ARE, WHY THEY'RE COMING IN, WHAT STATIONS, WHAT POLICE  
19   OFFICERS, SO WE KNOW, WE'RE AWARE OF WHAT'S HAPPENING. WE  
20   DON'T KNOW WHETHER MOST OF THOSE CLAIMS ARE FRIVOLOUS OR NOT.  
21   IT'S TO UP THE DEPARTMENT TO TAKE A LOOK AT.

22

23   **SUP. MOLINA:** I UNDERSTAND, BUT THAT'S NOT IN YOUR  
24   RECOMMENDATIONS, AS I UNDERSTAND. I BELIEVE IN MY  
25   RECOMMENDATION WHAT I SAID WAS WE HAVE A CONTINUING NUMBER OF





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1 EXCESSIVE FORCE CASES AND WE NEED TO TAKE A CLOSE LOOK AT EACH  
2 ONE OF THOSE TO DETERMINE-- I BELIEVE I SAID THE STATION AND  
3 THE CIRCUMSTANCES OF THE EXCESSIVE FORCE ISSUE AND THE  
4 OFFICERS INVOLVED.

5

6 **SUP. MOLINA:** SO WHEN YOU SAY LOOK AT THEM, CAN I COUNT ON THAT  
7 NEXT YEAR'S REPORT WILL HAVE A DETAILED OUTLINE OF THOSE  
8 CASES?

9

10 **STEVE ESTABROOK:** A DETAILED OUTLINE OF THE NEW CASES?

11

12 **SUP. MOLINA:** YEAH. BY STATION AND BY FORCE. SEE, YOU'RE SAYING  
13 SOMETHING TO ME AND I DON'T KNOW IF I'M GOING TO GET SOMETHING  
14 AT THE END OF THE DAY. LOOK AT SOMETHING AS DIFFERENT THAN  
15 REALLY GETTING IT. AM I GOING TO GET IT?

16

17 **STEVE ESTABROOK:** WELL RIGHT NOW WE'RE DEVELOPING THE DATABASE  
18 SO WE CAN GET ADDITIONAL DATA TO YOU.

19

20 **SUP. MOLINA:** WILL I GET IT?

21

22 **STEVE ESTABROOK:** BUT IN THIS REPORT IN AN ANNUAL REPORT ON A  
23 CASE BY CASE EACH EXCESSIVE FORCE CASE, THAT WON'T BE INCLUDED  
24 IN THE REPORT THAT I CONTEMPLATE NEXT YEAR.

25



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1   **SUP. MOLINA:** THAT'S NOT WHAT I ASKED. YOU JUST SAID TO ME ONE  
2   THING. WE NEED TO LOOK AT THE CASES COMING IN THE DOOR BY  
3   STATION, BY WHATEVER. YOU SAID LOOKING AT THEM. WHEN YOU LOOK  
4   AT THEM, WILL WE GET THAT DATA? I WANT TO KNOW: DOES THE  
5   CENTURY STATION HAVE AN OVER EXCESSIVE AMOUNT OF BAD  
6   SHOOTINGS? I WANT TO KNOW. YOU'LL BE ABLE TO TELL ME.

7

8   **SUP. KNABE, CHAIRMAN:** COULD WE TAKE A BREAK HERE? SUPERVISOR  
9   ANTONOVICH HAD A COUPLE QUESTIONS, TOO.

10

11   **SUP. MOLINA:** ABSOLUTELY.

12

13   **SUP. ANTONOVICH:** MR. CHAIRMAN, MEMBERS, ON THIS ISSUE, BECAUSE  
14   THIS IS REALLY ONE WHERE A LOT OF OUR EXPERTISE WE HAVE EITHER  
15   RETIRED OR BEEN REPLACED, AND A LOT OF GOOD LITIGATORS IN  
16   PLACE OF THAT EXPERIENCE. THE QUESTION IS THE TOTAL ATTORNEYS'  
17   FEES AND COSTS INCREASED 13 PERCENT OVER THE PREVIOUS YEAR,  
18   NEARLY \$50 MILLION IN THE TOTAL AMOUNT THAT'S PAID OUT  
19   INCREASED BY 20 PERCENT, WHICH WAS NEARLY \$55 MILLION. AND THE  
20   NUMBER OF CASES FILED AGAINST THE COUNTY INCREASED BY 10  
21   PERCENT, WHICH ARE REALLY UNACCEPTABLE FIGURES. AND THE  
22   RESULTS REALLY PALE IN COMPARISON TO HOW WONDERFUL THE PROGRAM  
23   HAS BEEN WORKING. IN-HOUSE AND OUTSIDE FEES ARE CONCERNING  
24   BECAUSE THERE ARE WAYS OF REDUCING THESE LEGAL FEES,  
25   ESPECIALLY IN THE ECONOMIC ENVIRONMENT, INSTEAD OF HANDING OUT



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1 25 PERCENT HOURLY INCREASES TO MAKE UP OF LACK OF INCREASE IN  
2 THE PAST, WHICH IS CERTAINLY AN AREA OUR NEW COUNTY COUNSEL  
3 WILL BE EXPECTED TO TACKLE. ATTORNEYS' FEES PAID OUT TO  
4 PLAINTIFF COUNSEL IS ALARMING, ALTHOUGH THAT MAY BE OUT OF OUR  
5 CONTROL BECAUSE OF THE COURT AND THE REQUIRED LEGISLATIVE  
6 ACTION. IN ONE JURY CASE WHICH INVOLVED THE SHERIFF'S  
7 DEPARTMENT, THE PLAINTIFF WAS AWARDED \$386,000, BUT HIS  
8 ATTORNEY FEES WERE NEARLY \$760,000, WHICH WAS ALMOST DOUBLE.  
9 IN ANOTHER CASE, THIS WAS A D.H.S. EMPLOYEE, THE REESE CASE,  
10 THE PLAINTIFF WAS AWARDED \$104,500, AND THE ATTORNEY, HE WAS  
11 AWARDED NEARLY \$200,000 FOR HIS FEES. SO THE RESULTS BEFORE US  
12 ARE NOTHING MORE THAN OBVIOUS OUTCOMES OF THE QUIET  
13 ELIMINATION OF EFFECTIVE STAFF AND STRATEGIES THAT WERE  
14 REJECTED BY THE BUREAUCRACY TO PROTECT ITSELF AND HIDE  
15 WRONGDOING. AND, FRANKLY, THE PEOPLE WHO WERE ONCE EFFECTIVE  
16 AND UNFAIRLY CRITICIZED REALLY HAVE BEEN VINDICATED BY THE  
17 RESULTS WE NOW HAVE. WE OUGHT TO BE REINSTITUTING AND  
18 CONDUCTING ROUND TABLES IN A MANNER THAT SHARPLY FOCUSES ON  
19 UNCOVERING THE FULL AND ACCURATE FACTS AND NOT JUST SERVE AS A  
20 MEETING JUST TO HAVE A MEETING. ROUND TABLES OUGHT TO BE DONE  
21 IN PERSON WITH NOT JUST TWO-MINUTE CONFERENCE CALLS. THEY MUST  
22 BE DONE WITH ALL APPROPRIATE STAFF IN ATTENDANCE AND ALL  
23 NECESSARY FILES AND DOCUMENTS HAVE TO BE AVAILABLE. IT'S A  
24 FACT THAT MOST OF THE LITIGATION, THE LITIGATION COSTS MANAGER  
25 CAN DIG THROUGH EARLIER REPORTS TO VERIFY THIS AND SUPERVISOR



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1 MOLINA CAN PROBABLY ATTEST TO IT, BUT A VERY PROACTIVE PROCESS  
2 WAS IN PLACE FOR MEDICAL MALPRACTICE CASES IN THE LATE 1990S  
3 AND EARLY 2000. AND THAT PROGRAM SUCCESSFULLY DROVE DOWN THE  
4 SETTLEMENT COSTS, YET FAST FORWARD FIVE OR SIX YEARS FROM NOW,  
5 ONE OF THE FINDINGS AND RECOMMENDATIONS BY THE LITIGATION  
6 MANAGER CALLS FOR A REVIEW OF THE LITIGATION MANAGEMENT  
7 PROTOCOLS RELATIVE TO MEDICAL MALPRACTICE ACTIONS FOR POSSIBLE  
8 CHANGES IN ORDER TO ENSURE CONSISTENT, COMPREHENSIVE  
9 ASSESSMENTS OF PROPOSALS IN EXCESS OF \$250,000. NOW THIS IS A  
10 SHAME AND UNACCEPTABLE. WE NEED TO GO BACK AND REVIEW THE PAST  
11 PRACTICES, TAP INTO THE INSTITUTIONAL KNOWLEDGE THAT WAS ONCE  
12 HERE AND RECAPTURE THE EFFECTIVENESS METHODS WHICH WE ACHIEVED  
13 A GREAT DEAL OF SUCCESS WITHOUT FEAR OF EXPOSING THE  
14 BUREAUCRACY. THE CULTURE THAT IS FOCUSED ON GETTING TO THE  
15 TRUTH WITHOUT FEAR OR REPRIMAND BUT RATHER WITH THE INTENT TO  
16 CORRECT A WRONG SO THAT WE DON'T KEEP REPEATING AND REPEATING  
17 AND REPEATING THE SAME MISTAKES AND PAYING OUT MILLIONS UPON  
18 MILLIONS OF DOLLARS AND WITHOUT REALLY AN EFFECTIVE  
19 STRATEGIES, WE WILL CONTINUE TO SEE INCREASES WHICH TAKE  
20 VALUABLE TAXPAYERS' DOLLARS AWAY FROM VALUABLE, VITAL PROGRAMS  
21 LIKE IN PUBLIC SAFETY, IN DEPARTMENT OF CHILDREN AND FAMILY  
22 SERVICES. BUT ONE OF THE EXAMPLES THAT WAS SHOWN IN THE CASES  
23 INCLUDED KATIE A. REMEMBER THAT CASE, THAT COULD HAVE BEEN  
24 AVOIDED. IT COULD HAVE BEEN AVOIDED. AND I DON'T UNDERSTAND  
25 HOW OUR ATTORNEYS, BOTH IN-HOUSE AND PRIVATE COUNSEL, FAILED



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1 TO GET ALL OF THE INFORMATION ON THE LADY INVOLVED IN THIS  
2 CASE. THEY LITERALLY FAILED. BECAUSE THE DEPARTMENT OF MENTAL  
3 HEALTH WAS SPENDING OVER 90 MILLION FOR MENTAL HEALTH  
4 SERVICES. AND THAT WAS UNBEKNOWNST TO THE DEPARTMENT OF  
5 CHILDREN AND FAMILY SERVICES. SO WHY DIDN'T THE ATTORNEYS FIND  
6 OUT THIS INFORMATION TO PRESENT THAT CASE ADEQUATELY THAT  
7 THERE WAS MENTAL HEALTH TREATMENT BEING AWARDED AND GIVEN TO  
8 THE LADY AND A THOROUGH VENTING AGAIN COULD HAVE SHOWN AND  
9 SHED LIGHT ON THAT AND WE COULD HAVE SIGNIFICANTLY REDUCED OUR  
10 EXPOSURE IN THOSE. AND SOMEHOW THE DEPARTMENTS HAVE TO TALK TO  
11 ONE ANOTHER AND SHARE THAT INFORMATION. AND AGAIN THIS IS AN  
12 AREA, THE FIGURES I INDICATED EARLIER CONTINUE TO INCREASE AND  
13 WE'RE GOING TO HAVE ADDITIONAL COSTS UNLESS WE HAVE REAL  
14 REFORMS TAKING PLACE. AND NOT BEING AFRAID THAT SOMEBODY'S  
15 GOING TO UPSET A BUREAUCRACY THAT MAY HAVE LIKED STATUS QUO  
16 WHEN THE STATUS QUO IS NOT APPROPRIATE FOR THE  
17 RESPONSIBILITIES THAT WE ARE RESPONSIBLE FOR. THANK YOU, MR.  
18 CHAIRMAN.

19

20 **SUP. KNABE, CHAIRMAN:** ALL RIGHT. SUPERVISOR MOLINA, DO YOU  
21 WANT TO CONTINUE THE ITEM?

22

23 **SUP. MOLINA:** YEAH, I'M NOT GETTING THE ANSWERS THAT I'D LIKE.  
24 I'D LIKE TO CONTINUE THIS ITEM FOR A WEEK AND HOPEFULLY MR.  
25 ESTABROOK AND I CAN MEET SO WE CAN GO THROUGH THESE ANSWERS



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1 COMPLETELY. BECAUSE I THINK THERE ARE A LOT OF ISSUES. AND  
2 THEN I'D LIKE TO CHANGE THE RECOMMENDATIONS TO MORE OF A MUST  
3 INSTEAD OF RECOMMEND. BECAUSE MAYBE YOU CAN'T DO IT BUT WE  
4 CAN.

5

6 **SUP. KNABE, CHAIRMAN:** I JUST HAD A QUESTION AS IT RELATED TO  
7 THE BACKER-- RACKET CASE, VERSUS ELLE [PH?]. WHAT HAPPENED ON  
8 THE RATE REDUCTION? HOW IS THE DEPARTMENT USING THAT? DO WE  
9 KNOW? BILL? BOB?

10

11 **ROBERT KALUNIAN, COUNSEL:** WHICH CASE, SUPERVISOR?

12

13 **SUP. KNABE, CHAIRMAN:** THE D.W.P. CASE WHERE WE SETTLED FOR 32?  
14 WE GOT \$32.3 MILLION?

15

16 **C.E.O. FUJIOKA:** THE LARGEST PORTION IS BEING USED FOR ENERGY  
17 IMPROVEMENT PROJECTS THAT ARE ADMINISTERED THROUGH I.S.D., OR  
18 AT LEAST, I.S.D. IS COORDINATING.

19

20 **SUP. KNABE, CHAIRMAN:** WITH THE RATE REDUCTIONS OR CASH?

21

22 **C.E.O. FUJIOKA:** WITH THE CASH. ANOTHER PART WAS GIVEN BACK TO  
23 THE DEPARTMENTS. SO WE'RE USING A LOT OF THAT MONEY TO  
24 COMPLETE SOME ENERGY EFFICIENCY PROJECTS THROUGHOUT THE  
25 COUNTY.



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1

2 **SUP. KNABE, CHAIRMAN:** THIS IS A BIG NUMBER HERE, ALMOST \$66  
3 MILLION. PART I KNOW D.P.W. CASE WAS-- THE D.W.P .CASE WAS THE  
4 RATE REDUCTION. SO THAT CAN BE USED ONE WAY. ON THIS C.O.L.A.,  
5 I MEAN SOME OF THE OTHERS, ARE THESE STAYING WITHIN THE  
6 DEPARTMENT? IS IT STAYING WITHIN JUDGMENTS, SETTLEMENTS? WHO  
7 WINDS UP MAKING A DECISION HOW WE SPEND THAT \$66 MILLION?

8

9 **C.E.O. FUJIOKA:** I THINK THAT'S PART OF THE-- IT'S FACTORED  
10 INTO THE DEPARTMENT'S BUDGET. IT BECOMES PART OF THEIR BOTTOM  
11 LINE.

12

13 **SUP. KNABE, CHAIRMAN:** I REALIZE THIS IS '08-'09 SO IT'S BEEN  
14 FACTORED IN ALREADY, IS THAT CORRECT?

15

16 **C.E.O. FUJIOKA:** YES.

17

18 **SUP. KNABE, CHAIRMAN:** ALL RIGHT. AND I WOULD ENCOURAGE YOU TO  
19 HAVE THOSE ANSWERS. AND WE WILL CONTINUE THIS ITEM A WEEK. YOU  
20 CAN CERTAINLY, EITHER WE DO OR WE DON'T. SOMEHOW WE NEED TO  
21 BREAK THOSE NUMBERS OUT TO GET THE ANSWERS NOT ONLY TO  
22 SUPERVISOR MOLINA'S QUESTION BUT SOME OF OUR OTHERS. SO  
23 HOPEFULLY WE CAN DO THAT IN A WEEK. YOU WILL HAVE THE  
24 OPPORTUNITY TO MEET WITH THE SUPERVISOR. THANK YOU. ALL RIGHT.  
25 NEXT IS ITEM 73.





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1

2 **STEVE NYBLOM:** GOOD AFTERNOON NOW. THE JOINT REPORT BETWEEN  
3 COUNTY COUNSEL AND THE CHIEF EXECUTIVE OFFICE WAS CREATED TO  
4 DEMONSTRATE AREAS WHERE THE TWO DEPARTMENTS WERE WORKING  
5 TOGETHER TO ADVANCE RISK MANAGEMENT PRINCIPLES. WHAT THIS  
6 REPORT DOES IS GO THROUGH SOME OF THE ACCOMPLISHMENTS OF THE  
7 PRIOR YEAR AND THEN TALKS ABOUT SOME OF THE GOALS FOR THE  
8 COMING YEAR. THE ACCOMPLISHMENTS ARE THINGS THAT HAVE BEEN  
9 TALKED ABOUT A LITTLE BIT IN PRIOR PRESENTATIONS AND INCLUDE  
10 SUCH ITEMS AS THE LEGAL EXPOSURE REDUCTION COMMITTEE AS  
11 DIRECTED BY YOUR BOARD, IMPROVEMENTS TO OUR RISK MANAGEMENT  
12 INFORMATION SYSTEM, COGNOS [PH?] CLAIM REPORTS, WHICH THIS IS  
13 AN EFFORT TO GET TIMELY LIABILITY CLAIM INFORMATION IN THE  
14 HANDS OF DEPARTMENT RISK MANAGEMENT PERSONNEL ON A REGULAR  
15 BASIS. THOSE REPORTS HAVE BEEN STARTED. AND WE ARE CONTINUING  
16 TO DEVELOP ADDITIONAL REPORTS THAT ARE GOING TO BE EVALUATED  
17 TO THE DEPARTMENTS. BUT WE HAVE STARTED THE RELEASE OF THOSE  
18 REPORTS ON A REGULAR BASIS. THERE IS THE RISK EXPOSURE COST  
19 AVOIDANCE PLAN, WHICH I MENTIONED EARLIER. PERFORMANCE GOALS,  
20 MANAGEMENT APPRAISAL AND PERFORMANCE APPRAISAL GOALS THAT I  
21 ALSO HAVE MENTIONED EARLIER. THE REMAINING ITEMS UNDER THE  
22 ACCOMPLISHMENTS SECTIONS RELATE TO COUNTY COUNSEL. I WILL  
23 DEFER TO MR. ESTABROOK.

24

25 **SUP. KNABE, CHAIRMAN:** ALL RIGHT.



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1

**STEVE ESTABROOK:** THE JOINT REPORT ACCOMPLISHMENTS. THE REVIEW  
PORTION PAGE 3. THE COUNTY COUNSEL ACCOMPLISHMENT SECTION.  
WELL, INITIALLY THE ELECTRONIC E-BILLING IS ONE OF THE MAIN  
PROGRAMS THAT WE'RE INSTITUTING TO HELP KEEP ATTORNEYS' FEES  
AND COSTS DOWN, AND THAT'S A BILLING SYSTEM WHERE IT TRACKS  
ALL BILLS. BILLS WILL BE SENT ELECTRONICALLY. IT WILL IMPROVE  
OUR EFFICIENCY IN RECEIVING AND REVIEWING BILLS. WE'RE ON  
TRACK NOW TO RECEIVE CONTRACT PROPOSALS. AND THAT SHOULD BE  
HAPPENING IN THE NEXT-- ACTUALLY WE'VE RECEIVED THE PROPOSALS.  
WE'RE NOW ESTABLISHING COMMITTEES TO REVIEW THEM AND SELECT A  
VENDOR. AND ATTORNEY INVOICE REVIEWS. PRIOR TO THIS YEAR, ALL  
INVOICES THAT WERE SENT TO THIRD-PARTY ADMINISTRATORS WERE  
REVIEWED ONLY BY THIRD-PARTY ADMINISTRATORS. WE'VE STARTED A  
NEW PROGRAM THAT IN ALL SIGNIFICANT CASES THE LARGER CASES  
COUNTY COUNSEL WILL ALSO REVIEW THOSE BILLS AND HAVE  
RESPONSIBILITY FOR APPROVING THOSE BILLS. AND THE PURPOSE OF  
THAT IS TO KEEP THE COSTS DOWN. AND THEN, STEVE, DO YOU WANT  
TO MENTION THE R.E.M.I.S. MODIFICATIONS?

20

**STEVE NYBLOM:** ON THE ACCOMPLISHMENTS PIECE?

22

**STEVE ESTABROOK:** YES, WELL, I'LL CONTINUE. WE ALSO REVIEWED  
PANEL COUNSEL. AND AS I'VE INDICATED EARLIER, WE HAVE  
INCREASED THE RATES BY 25 PERCENT AFTER 14 YEARS OF NO

25



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1 INCREASE. AND THAT WAS DONE. ALSO BILLING REQUIREMENTS WERE  
2 REVISED AND SENT OUT TO ALL OUTSIDE COUNSEL.

3

4 **STEVE NYBLOM:** THE GOAL SECTION IS THE NEXT COMPONENT OF THIS  
5 REPORT. SOME OF THE ITEMS THAT WERE ACCOMPLISHMENTS FOR THE  
6 YEAR ARE GOING TO-- EFFORTS ARE GOING TO CONTINUE TO IMPLEMENT  
7 THOSE ACTION ITEMS, LIKE THE LEGAL EXPOSURE REDUCTION  
8 COMMITTEE. THERE ARE ACTIVITIES THAT WILL BE DESCRIBED IN THE  
9 NEXT REPORT ON THAT. THERE ARE ADDITIONAL ENHANCEMENTS TO THE  
10 RISK MANAGEMENT INFORMATION SYSTEM. THIS IS AN ONGOING PROCESS  
11 OF DEVELOPING OUR SYSTEM TO BEST MEET THE NEEDS OF COUNTY  
12 COUNSEL AND THE C.E.O. ADDITIONAL CLAIM REPORTS WILL BE COMING  
13 OUT, AS I MENTIONED EARLIER. WE DID DO THE FIRST ONE ALREADY.  
14 AND WE HAVE SEVERAL OTHERS THAT ARE IN THE WORKS AND WILL BE  
15 RELEASED IN THE VERY NEAR FUTURE FUTURE. THE RISK EXPOSURE  
16 COST AVOIDANCE PLAN, THOSE WERE COMING DUE RIGHT NOW. AND  
17 WE'RE GOING TO CONTINUE TO WORK WITH DEPARTMENTS ON THE  
18 IMPLEMENTATION OF THEIR ACTIVITIES AND ASSIST THEM WITH THEIR  
19 GOALS. AND THE REMAINING ITEMS ARE COUNTY COUNSEL SPECIFIC.

20

21 **STEVE ESTABROOK:** AGAIN, THE E-BILLING OR ELECTRONIC BILLING,  
22 AS I MENTIONED, I MENTIONED THAT BEFORE, THAT WE'RE NOW  
23 ENTERTAINING PROPOSALS FOR THAT. I HAVE THE COMMITTEE TO  
24 REVIEW AND SELECT A VENDOR. WE ARE ALSO INSTITUTING AN INVOICE  
25 REVIEW TRAINING PROGRAM FOR ALL INSIDE COUNSEL TO HELP THEM



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1 REVIEW BILLS AND TO ASSIST THEM IN THAT PROCESS. WE ALSO ARE  
2 LOOKING AT CONTRACT CITIES CONTRACTS IN ORDER TO REVIEW  
3 PROVISIONS RELATED TO INDEMNITIES SO THAT WHEN THE COUNTY DOES  
4 BUSINESS AND OFFICE OF SERVICE, THE INDEMNITY PROVISIONS  
5 AFFORDED WILL BE APPROPRIATE. ARE THERE ANY QUESTIONS RELATED  
6 TO THIS REPORT? WE'D BE HAPPY TO RESPOND.

7

8 **SUP. MOLINA:** I DO. AND AGAIN YOU HAVE PUT TOGETHER THE RISK  
9 MANAGEMENT TOOL TO ASSESS RISK IN THE DEPARTMENT, RIGHT?

10

11 **STEVE NYBLOM:** YES.

12

13 **SUP. MOLINA:** AND YET THE DEPARTMENTS HAVE HAD THIS FOR A LONG  
14 PERIOD OF TIME. WHAT DID THEY DO BEFORE THAT? DID THEY ANALYZE  
15 RISK AT ALL? BECAUSE THEY'VE HAD IT IN PLACE SINCE 2003,  
16 ALMOST NINE YEARS, EIGHT YEARS AGO.

17

18 **STEVE NYBLOM:** THE DEPARTMENTS REGULARLY EVALUATE THEIR RISK  
19 ISSUES.

20

21 **SUP. MOLINA:** THEY DO?

22

23 **STEVE NYBLOM:** THEY DO TO THE EXTENT THAT THEIR STAFF IS  
24 WORKING ON THOSE PARTICULAR ISSUES WITHIN THEIR DEPARTMENTS.



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1 WE HAVE STAFF THAT WORK WITH THEM ON LOSS PREVENTION TYPE  
2 ACTIVITIES.

3

4 **SUP. MOLINA:** GREAT. SO THE DEPARTMENTS IDENTIFY WHAT THEY ARE,  
5 THEY KNOW WHAT THEY ARE? THEY DO?

6

7 **STEVE NYBLOM:** THE DEPARTMENTS KNOW WHAT THEIR ISSUES ARE, YES.

8

9 **SUP. MOLINA:** IT WOULD BE THE RISK MANAGER IN THEIR DEPARTMENT  
10 WHO WOULD KNOW?

11

12 **STEVE NYBLOM:** CORRECT.

13

14 **SUP. MOLINA:** AND SO NOW THEY HAVE THE RECAP TOOL THAT YOU'RE  
15 PUTTING IN PLACE, RIGHT?

16

17 **STEVE NYBLOM:** YES.

18

19 **SUP. MOLINA:** AND AS ALL OF THIS INFORMATION IS FILLED OUT, WHO  
20 IS GOING TO LOOK AT IT? HOW IS IT GOING TO BE REVIEWED? IS IT  
21 THE DEPARTMENT HEAD WHO LOOKS AT IT AND THE RISK MANAGER? OR  
22 IS IT JUST SOMETHING THAT HAPPENS WITHIN RISK MANAGEMENT?

23

24 **STEVE NYBLOM:** THAT'S A VERY IMPORTANT ISSUE RELATED TO  
25 ACCOUNTABILITY AND MANAGEMENT COMMITMENT FROM THE TOP. THERE



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1 IS A BOX IN THE EARLY PART OF THE DOCUMENT THAT IS FOR THE  
2 DEPARTMENT HEAD TO SIGN IN ADDITION TO THE RISK MANAGEMENT  
3 COORDINATOR.

4

5 **SUP. MOLINA:** I KNOW. BUT I'VE HAD CORRECTIVE ACTIONS WITH  
6 DEPARTMENT HEADS WHO SIGNED IT AND WHEN I ASKED THEM WHO IT  
7 WAS-- BUT THE DEPARTMENT HEAD WILL HAVE REVIEWED THESE,  
8 CORRECT?

9

10 **STEVE NYBLOM:** THE DEPARTMENT HEAD IS SIGNING.

11

12 **SUP. MOLINA:** SO IS THIS AN ANNUAL TOOL OR THIS IS FOR EVERY--?  
13 HOW IS THIS?

14

15 **STEVE NYBLOM:** THIS IS AN ANNUAL TOOL TO EVALUATE RISK WITHIN  
16 EACH DEPARTMENT.

17

18 **SUP. MOLINA:** SO IN THAT PROCESS NOW AFTER THEY'VE DONE THIS  
19 WHOLE RECAP, DO YOU HAVE ANY DEPARTMENT YET THAT HAS DONE IT?  
20 I KNOW YOU HAVE THE SAMPLE THAT YOU GAVE US.

21

22 **STEVE NYBLOM:** WE HAVE 21 OR 22 DEPARTMENTS WHO HAVE COMPLETED  
23 THE DOCUMENT AND SUBMITTED THE DOCUMENT. I DO HAVE THOSE, YES.

24

25 **SUP. MOLINA:** AND YOU'VE REVIEWED THOSE?



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1

2 **STEVE NYBLOM:** WE ARE COMPILING THEM RIGHT NOW. THE ORIGINAL  
3 DEADLINE FOR SUBMISSION WAS MID NOVEMBER. MANY DEPARTMENTS  
4 ASKED FOR AN EXTENSION, TO WHICH WE HAVE, GIVEN THE HOLIDAYS,  
5 AGREED TO NOVEMBER 30TH DATE, WHICH WAS YESTERDAY. SO THESE  
6 WILL BE REVIEWED AS A GROUP.

7

8 **SUP. MOLINA:** BECAUSE IN THE THINGS THAT ARE ASKED, I THINK  
9 IT'S REALLY VALID, ONCE THE DEPARTMENTS WOULD KNOW THIS. BUT  
10 ON AVERAGE, THEY WOULDN'T KNOW THIS. THEY WOULD HAVE TO CALL  
11 UP COUNTY COUNSEL TO GET MOST OF THESE FIGURES, NUMBERS AND  
12 ISSUES; CORRECT?

13

14 **STEVE NYBLOM:** WE PROVIDE THAT DATA TO THE DEPARTMENTS FOR THEM  
15 TO FILL OUT THIS RECAP DOCUMENT. THE DATA IS ONLY ONE  
16 COMPONENT OF THIS. AND IT IS A VALUABLE COMPONENT BUT THE  
17 EVALUATION OF RISK WITHIN THAT DEPARTMENT AND A DETERMINATION  
18 OF WHAT ACTIVITIES THE DEPARTMENT'S GOING TO DO AND THE GOALS  
19 THAT THEY'RE GOING TO ESTABLISH RELATED TO RISK MANAGEMENT  
20 ISSUES IS MUCH MORE IMPORTANT THAN THE DATA ITSELF. BUT WE  
21 HAVE PROVIDED ALL THAT DATA FOR THE DEPARTMENTS.

22

23 **SUP. MOLINA:** SO WITNESS YOU REVIEW ALL OF THESE, THEN IT GOES  
24 BACK TO THE DEPARTMENT OBVIOUSLY FOR EVALUATION TO SEE WHAT  
25 THEY'RE GOING TO DO. WHEN DO YOU ASSUME THAT WILL HAPPEN?





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1

2 **STEVE NYBLOM:** THE DOCUMENTS BELONG TO THE DEPARTMENTS. THEY  
3 ARE THE DEPARTMENTS' PLANS FOR IMPLEMENTATION. THEY SHOULD BE  
4 WORKING ON THOSE ACTIVITIES NOW.

5

6 **SUP. MOLINA:** BUT YOU DON'T KNOW IF THOSE PLANS ARE WORTHWHILE  
7 BECAUSE SOMEBODY HAS TO REVIEW THEM.

8

9 **STEVE NYBLOM:** WE HAVE HAD STAFF WORKING WITH THE DEPARTMENTS  
10 TO DEVELOP THEM IN THE COURSE OF THE LAST TWO MONTHS.

11

12 **SUP. MOLINA:** SO IF I ASKED YOU FOR PROBATION'S PLAN, YOU WOULD  
13 BE ABLE TO GET THAT TO ME?

14

15 **STEVE NYBLOM:** I DON'T KNOW OFFHAND IF I HAVE PROBATION'S. I  
16 COULD TELL YOU THAT TODAY. IF I HAVE IT, I CAN GIVE IT TO YOU,  
17 YES, ABSOLUTELY.

18

19 **SUP. MOLINA:** BECAUSE IN ONE OF THEM THAT YOU DID, YOU ALSO PUT  
20 A LOT OF ACTIVITIES IN THEM. SOME OF THE STUFF IS STUFF THAT  
21 THEY'RE ALREADY SUPPOSED TO BE DOING, AND YET, FOR EXAMPLE,  
22 THE SAMPLE YOU USED, RIGHT? IN ONE OF THEM, IT SAYS "DEVELOP  
23 AND IMPLEMENT A COMPREHENSIVE FLEET SAFETY PROGRAM WITHIN THE  
24 DEPARTMENT." AND HERE YOU HAVE A DEADLINE DATE OF JUNE 30TH OF  
25 2010 WHEN YOU'RE GOING TO APPROVE THAT. NOW, THAT SHOULD BE A



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1 GIVEN. I MEAN IS THIS A NEW PLAN NEW PLAN? EVERYBODY SHOULD  
2 THINK THEY SHOULD HAVE A SAFETY PLAN TO BR WHERE THEIR FLEET  
3 SAFETY PROGRAM?

4

5 **STEVE NYBLOM:** THE ACTIVITY OF CREATING THE RECAP DOCUMENT WAS  
6 INTENDED TO IDENTIFY DEFICIENCIES IN DEPARTMENTAL PROGRAMS  
7 THAT NEED TO BE IMPROVED. NOW, WHAT YOU'VE IDENTIFIED IS,  
8 SHOULDN'T THE DEPARTMENTS BE DOING THIS ALREADY?

9

10 **SUP. MOLINA:** NO. SHOULDN'T THE DEPARTMENT ALREADY HAVE A  
11 SAFETY PLAN?

12

13 **STEVE NYBLOM:** YES, SHOULDN'T THEY ALREADY HAVE THE PROGRAM?  
14 SHOULDN'T THEY HAVE IMPLEMENTED SOMETHING ALREADY? WHAT THIS  
15 EXERCISE HAS IDENTIFIED IS IMPROVEMENTS THAT NEED TO BE MADE  
16 WITH RESPECTIVE PROGRAMS. THE FOUR OR SO SAMPLES THAT WE  
17 PROVIDED JUST AS EXAMPLES FOR DEPARTMENTS TO USE WERE INTENDED  
18 TO ALLOW THE DEPARTMENTS TO THINK ABOUT WHAT KIND OF THINGS  
19 THEY MIGHT WANT TO THINK ABOUT. NOW, EACH DEPARTMENT IS  
20 SPECIFIC. EACH DEPARTMENT HAS THEIR OWN RISK ISSUES. AND WHAT  
21 WE WANTED TO DO WAS PROVIDE A SAMPLE OF WHAT THEY MIGHT LOOK  
22 LIKE.

23

24 **SUP. MOLINA:** I KNOW. BUT THIS ONE TO ME WAS THE ONE THAT WAS  
25 THE ODDEST. IT'S JUST LIKE, YOU KNOW, IF YOU HAVE A CAR, YOU



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1 SHOULD HAVE A SAFETY PLAN FOR IT; RIGHT? I DON'T KNOW WHAT  
2 THAT INVOLVES, BUT I WOULD IMAGINE THE DEPARTMENT WOULD  
3 ALREADY HAVE ONE THAT YOU DON'T NEED TO GIVE THEM SIX MONTHS  
4 TO DEVELOP IT UNLESS, LOOK, THIS IS NOT A GOOD ONE. SO GO AND  
5 REDO IT.

6

7 **STEVE NYBLOM:** DEPARTMENTS DON'T NECESSARILY HAVE A VERY WELL-  
8 STRUCTURED, WELL-ARTICULATED PLAN FOR DEALING WITH A SAFETY  
9 ISSUE SUCH AS FLEET, OR VEHICLE OPERATIONS.

10

11 **SUP. MOLINA:** SO NOW YOU'RE GOING TO HAVE THE RISK REPORT. YOU  
12 HAD 25 CAR ACCIDENTS. SO NOW YOU SHOULD DEVELOP ANOTHER SAFETY  
13 PLAN, NOT THE SAME ONE; RIGHT? SO NOW IT'S GOING TO BE BY  
14 COMPARISON TO RISK. I JUST DON'T WANT THEM TO TURN IN THE SAME  
15 PLAN.

16

17 **C.E.O. FUJIOKA:** A GOOD PLAN SHOULD BE A DYNAMIC PLAN. IT  
18 SHOULD CHANGE AS YOU GET MORE INFORMATION. LIKE YOU SAID, IF  
19 ALL OF A SUDDEN THERE'S A SIGNIFICANT INCREASE IN AUTO WRECKS,  
20 BECAUSE THE PLAN SHOULD BE A DYNAMIC PLAN THAT CHANGES  
21 CONSTANTLY TO REFLECT THE-- OR TO REACT TO THE NEW ISSUES,  
22 THAT'S WHAT EACH ANNUAL REPORT SHOULD SHOW, SHOULD HAVE THOSE  
23 CHANGES. IF IT'S THE SAME THING, IT'S MERELY A COPY JOB. IT'S  
24 NOT REFLECTIVE OF SOME OF THE NEW ISSUES OR PROBLEMS.

25



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1   **SUP. MOLINA:** I UNDERSTAND. BUT THAT'S WHAT I GUESS I WANT TO  
2   REINFORCE, IS THAT IT IS GOING TO BE THAT. NOT JUST "OH WE  
3   SUBMITTED THE SAFETY PLAN." BUT IS IT GOING TO BE MEASURED AS  
4   IT SAYS AGAINST THE RISK OF THE YEAR BEFORE?

5

6   **STEVE NYBLOM:** PART OF OUR EVALUATION OF THE DEPARTMENTAL PLANS  
7   WILL BE AN EVALUATION OF HOW PROGRAMS AND PROCEDURES WERE  
8   DEVELOPED AND IMPLEMENTED AND WHAT THE RESULTS WERE  
9   ASSOCIATED-- THE LOSS RESULTS WERE AS ASSOCIATED WITH THOSE  
10   PARTICULAR PLANS. THAT IS INTENDED TO BE DONE, YES.

11

12   **SUP. MOLINA:** AT THIS POINT, HAVE THEY-- ALL OF THE DEPARTMENTS  
13   HAVE DEVELOPED THEIR PLANS AND THEIR SPECIFIC STRATEGIES?

14

15   **STEVE NYBLOM:** I HAVE NOT RECEIVED PLANS FROM EVERY DEPARTMENT.

16

17   **SUP. MOLINA:** MAYBE YOU CAN MAKE A LITTLE LIST FOR US AND LET  
18   US KNOW WHICH ONES HAVEN'T DONE IT YET.

19

20   **STEVE NYBLOM:** I WOULD BE HAPPY TO.

21

22   **SUP. MOLINA:** IT'S MY UNDERSTANDING AND IT'S SOMETHING, A  
23   FIGURE THAT I THINK YOU ALL LOOKED AT IS THAT 2.5 MILLION  
24   ATTORNEYS' FEES WAS SPENT FOR IN-HOUSE ATTORNEYS OVERSEEING  
25   LITIGATION THAT IS MONITORED BY THIRD-PARTY ADMINISTRATORS.



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1 NOW, HAVE YOU LOOKED AT WHETHER THAT IS AN EFFECTIVE EFFORT OR  
2 NOT?

3

4 **STEVE NYBLOM:** THE COUNTY COUNSEL OVERSIGHT OVER THIRD-PARTY  
5 ADMINISTRATORS? I HAVE NOT EVALUATED THE ATTORNEY COMPONENT,  
6 NO.

7

8 **SUP. MOLINA:** BECAUSE, ONE WOULD EXPECT THAT IF YOU LOOK AT IT  
9 THERE SHOULD BE SAVINGS, RIGHT?

10

11 **STEVE NYBLOM:** SHOULD BE, YES.

12

13 **SUP. MOLINA:** SO SPEND THAT MUCH MONEY TO DO IT, I'M JUST  
14 WONDERING WHAT DO WE GET OUT OF IT? WE DON'T KNOW. DO WE KNOW?

15

16 **STEVE ESTABROOK:** THE OVERSIGHT BY COUNTY COUNSEL? WELL, THE  
17 ATTORNEYS ARE INVOLVED IN ALL THE ASPECTS OF THE CASE  
18 INVOLVING THOSE CASES, ALL THE ROUND TABLES, ALL THE STRATEGY  
19 MEETINGS. AND NOW WE'RE MOVING THE BILL REVIEW FROM THE  
20 LARGEST CASES, THE BILL REVIEWS ARE EVEN BEING CONSIDERED BY  
21 COUNTY COUNSEL.

22

23 **SUP. MOLINA:** I UNDERSTAND. I GUESS WHAT I'M LOOKING AT IS: IS  
24 THAT INVESTMENT PAYING OFF?

25



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1   **STEVE ESTABROOK:** WE'RE LOOKING FOR SOME SYNERGY THERE BETWEEN  
2   THE T.P.A. AND COUNTY COUNSEL. WE JUST STARTED TRACKING, AS I  
3   MENTIONED, THIS YEAR, NOW THAT'S THE FIRST TIME THAT WE PUT  
4   THAT NUMBER UP THERE. AS I INDICATED IN MY FINDINGS AND  
5   RECOMMENDATIONS, THAT IS SOMETHING THAT WE NEED TO LOOK AT AND  
6   MAKE SURE THAT THE MONEY THAT'S SPEND BY THE T.P.A.S, THE  
7   THIRD-PARTY ADMINISTRATORS, AND COUNTY COUNSEL IN THAT EFFORT  
8   IS APPROPRIATE.

9

10   **SUP. MOLINA:** ALL RIGHT. BUT MY ASSUMPTION WILL BE-- THIS IS MY  
11   ASSUMPTION-- MY ASSUMPTION WILL BE THAT SINCE WE'RE TRACKING  
12   THAT NUMBER AND WE'RE PUTTING MORE RESOURCES INTO THAT, THERE  
13   SHOULD BE SAVINGS. THAT'S MY ASSUMPTION. I HOPE THE ANSWER  
14   NEXT YEAR WILL NOT BE "EVERY CASE IS UNIQUE." RIGHT? THAT'S MY  
15   ASSUMPTION. NO?

16

17   **STEVE ESTABROOK:** WE'RE WORKING THE CASES. AND WE'RE DOING IT  
18   PROPERLY. AND WE'RE ASSESSING THE RISK UP FRONT AND SETTING AN  
19   AMOUNT THAT WE THINK THE CASE IS WORTH AND WORKING TOWARD A  
20   GOAL, EITHER TO GET THE CASE RESOLVED OR TO BRING IT TO TRIAL.  
21   IT SHOULD RESULT IN SAVINGS, IF WE'RE DOING THAT  
22   APPROPRIATELY.

23

24   **SUP. MOLINA:** MR. LITIGATION MANAGER, WE PUT THIS POSITION IN  
25   PLACE. WE'VE PUT ALL OF THESE EFFORTS IN PLACE, TO ME IT'S



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1 VERY FRUSTRATING. I'VE BEEN AT IT FOR A LONG TIME, STARTING  
2 WITH MEDICAL MALPRACTICE. EVERY TIME I GET SOMEWHERE, I NEED  
3 ANOTHER REPORT, I NEED ANOTHER PERSON TO DO THIS. I'M TRYING  
4 TO GET TO A SET OF GOALS. THIS HUNDRED AND SOME ODD MILLIONS  
5 OF DOLLARS SHOULD HAVE GONE TO SERVICES AND IT DIDN'T. IT WENT  
6 TO LIABILITY. TAXPAYERS DON'T NECESSARILY APPRECIATE THAT IT  
7 WENT TO LEGAL FEES AND, YOU KNOW. BUT THE NATURE OF AN  
8 ORGANIZATION OF THIS TYPE IS WE'RE GOING TO HAVE THOSE. BUT  
9 THE WHOLE PURPOSE OF WHAT WE'RE DOING, THE WHOLE PURPOSE IS  
10 NOT JUST TO FIND OUT WHAT IT IS. I MEAN ONCE YOU FIND OUT WHAT  
11 IT IS, THEN YOU SAY HOW DO YOU BRING IT DOWN? I MEAN OTHERWISE  
12 WHY GO THROUGH THE EXERCISE? IT'S JUST LIKE IF YOU NEED TO PUT  
13 IN RESOURCES TO REVIEW SOMETHING, YOU WANT TO FIND OUT AT A  
14 CERTAIN POINT IN TIME, ARE THOSE RESOURCES VALID TO BRING DOWN  
15 THE COSTS? IF NOT, PULL BACK THOSE RESOURCES IF THERE'S NO  
16 CHANGE GOING ON. I GUESS THAT'S WHAT I'M ASKING THE QUESTION  
17 OF, THAT AS WE PUT IN THESE ADDITIONAL RESOURCES OF IN-HOUSE  
18 RESOURCES TO REVIEW THOSE BILLS AND THOSE THINGS, WE'RE HOPING  
19 THAT WILL BE THE SAVINGS, RIGHT? THAT'S THE OUTCOME.

20

21 **STEVE ESTABROOK:** THOSE WERE NOT ADDITIONAL RESOURCES,  
22 SUPERVISOR. THOSE WERE RESOURCES THAT WERE DIRECTED AT THOSE  
23 ACTIVITIES BACK IN 2000, 2001, 2001-2002. THEY JUST WEREN'T  
24 REPORTED TO YOU. SO YOU DIDN'T KNOW. BUT NOW YOU KNOW. NOW  
25 THESE ARE THE RESOURCES THAT ARE ALLOCATED TO THIRD-PARTY





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1 ADMINISTRATOR CASES. THIS IS THE ATTORNEY TIME. NOW YOUR  
2 QUESTION IS: WHAT ARE WE DOING ABOUT IT? AND AS SOON AS WE NOW  
3 HAVE THIS NUMBER TO YOU, THE NEXT STEP IS WE NEED TO LOOK AT  
4 THAT BOTH FROM THE THIRD-PARTY ADMINISTRATOR SIDE AND FROM  
5 COUNTY COUNSEL AND DETERMINE: DO WE HAVE OUR RESOURCES  
6 PROPERLY ALLOCATED? JUST BECAUSE THEY'RE THERE DOESN'T MEAN  
7 THAT THEY'RE NOT PROPERLY ALLOCATED. THEY MAY BE VERY WELL  
8 ALLOCATED, WE DON'T KNOW. WE HAVE TO LOOK AT IT. JUST BECAUSE  
9 THE NUMBER EXISTS DOESN'T MEAN THAT THERE'S MONEY THAT'S SPENT  
10 THAT ISN'T MERITED. SOME OF THE BIGGEST CASES WE HAVE, AND  
11 YOU'RE FAMILIAR WITH ALL OF THEM, COME OUT OF T.P.A., THIRD-  
12 PARTY ADMINISTRATOR CIRCLE. SO THOSE CASES CAN BE VERY BIG.  
13 MARROQUIN WAS ONE. SO IT'S VERY IMPORTANT THAT WE HAVE COUNTY  
14 COUNSEL ON THOSE CASES. SO THE ISSUE HERE IS IS THAT WE NOW  
15 HAVE CAPTURED, FOR THE FIRST TIME, THOSE FEES AND COSTS OR  
16 PARTICULARLY THOSE FEES. NOW THE QUESTION IS: ARE THEY  
17 PROPERLY ALLOCATED? THEY WERE ALWAYS BEING SPENT. THEY WERE  
18 BEING SPENT BACK IN 2000-2003 DURING THE TIME THAT SUPERVISOR  
19 ANTONOVICH MENTIONED. THEY WERE BEING SPENT THEN. HE JUST  
20 DIDN'T KNOW IT. AND THIS BOARD DIDN'T KNOW IT. SO AT THIS  
21 STAGE, YOU DO.

22

23 **SUP. MOLINA:** YOU WOULD BE AMAZED HOW MUCH THIS BOARD KNOWS  
24 ABOUT SOME OF THESE EXPENDITURES, WHICH IS WHY WE'RE TRYING TO  
25 FIND OUT.



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1

2 **STEVE ESTABROOK:** THAT'S MY JOB IS TO GET THEM TO YOU.

3

4 **SUP. MOLINA:** I UNDERSTAND. AND THAT'S WHY THE QUESTION IS: AT  
5 WHAT POINT IN TIME, NOW THAT WE KNOW THE FIGURES, DO WE DO  
6 THAT EVALUATION? MY ASSUMPTION WOULD BE THAT THERE HAS TO BE,  
7 OTHER THAN EVERY CASE IS UNIQUE, THERE HAS TO BE A COST  
8 EVALUATION, GOOD INVESTMENT, NOT A GOOD INVESTMENT,  
9 WORTHWHILE?

10

11 **SUP. KNABE, CHAIRMAN:** BUT THAT HAS TO BE CASE BY CASE, THOUGH.

12

13 **SUP. MOLINA:** I DON'T KNOW.

14

15 **SUP. KNABE, CHAIRMAN:** YOU DON'T KNOW UNTIL YOU GET INTO THE  
16 NEGOTIATIONS WHETHER IT'S A GOOD DEAL OR BAD DEAL. I MEAN  
17 EVERY CASE HAS ITS OWN MERITS. I UNDERSTAND WHAT YOU'RE TRYING  
18 TO GET AT. BUT SOME OF THAT HAS TO BE BROKEN DOWN INDIVIDUALLY  
19 UNTIL-- YOU'RE SAYING TAKE THEM ALL AS A GROUP IN THIS  
20 PARTICULAR AREA OF THE SHERIFF'S DEPARTMENT, THIS PARTICULAR  
21 AREA AND THEN AWAY--

22

23 **SUP. MOLINA:** NO. BECAUSE WE KNOW FOR A FACT --

24



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1   **SUP. ANTONOVICH:** COULD I ASK FOR CLARIFICATION ON A QUESTION?  
2   RELATIVE TO THIS PRIORITY CASE 1, YOU'RE MENTIONING IT WAS  
3   INSTITUTED IN 2000. HOWEVER, IN YOUR REPORT ON PAGE 4 IN THE  
4   MIDDLE, IT STARTS "COMMENCING THIS FISCAL YEAR" NOT 2000. THIS  
5   FISCAL YEAR, INVOICES FROM LAW FIRMS AND OTHER VENDORS  
6   PERTAINING TO THE MOST SERIOUS CASES WILL BE MANAGED BY  
7   T.P.A.S MUST ALSO BE REVIEWED BY COUNTY COUNSEL ATTORNEYS  
8   RESPONSIBLE FOR SUCH CASES. THE SECOND LEGAL REVIEW SHOULD  
9   ENHANCE CASE MANAGEMENT CAPABILITY AND RESULT IN STRICTER  
10   FINANCIAL ADHERENCE BY OUTSIDE COUNSEL TO BOTH BUDGETS AND  
11   COUNTY COUNSEL EXPECTATION. SO IS IT 2,000 OR IN THIS REPORT  
12   YOU SAY STARTING THIS YEAR?

13

14   **STEVE ESTABROOK:** AS I EXPLAINED EARLIER, SUPERVISOR, THE  
15   COUNTY COUNSEL WAS ALWAYS INVOLVED IN MANAGING THOSE CASES AND  
16   MEETING ROUND TABLES AND SO FORTH ON THOSE CASES HOWEVER, THE  
17   INVOICES WENT DIRECTLY TO THE THIRD-PARTY ADMINISTRATORS, WERE  
18   REVIEWED BY THE THIRD-PARTY ADMINISTRATORS AND ESSENTIALLY  
19   PAID BY THE THIRD-PARTY ADMINISTRATORS. NOW THAT THE COUNTY  
20   COUNSEL ON THIRD-PARTY ADMINISTRATOR CASES. NOW IN THE  
21   SIGNIFICANT, THE BIGGER CASES, THE PRIORITY 1 CASES, THOSE  
22   INVOICES ARE NOW NOT ONLY REVIEWED BY THE T.P.A.S BUT ALSO BY  
23   COUNTY COUNSEL.

24

25   **SUP. ANTONOVICH:** BEGINNING THIS YEAR OR IN 2000?



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1

2 **STEVE ESTABROOK:** IT WAS BEGINNING THIS YEAR. IT WASN'T DONE IN  
3 2000.

4

5 **SUP. ANTONOVICH:** THANK YOU.

6

7 **SUP. KNABE, CHAIRMAN:** BECAUSE I STILL THINK IT'S MISSING A  
8 COLUMN. AS AN EXAMPLE ON YOUR-- SOME OF OUR CONSENT DECREE  
9 SETTLEMENTS. WHILE THEY'RE HUGE SETTLEMENTS, IT REALLY DOESN'T  
10 REFLECT THE ULTIMATE TOTAL COST BECAUSE AS IN THE CASE OF  
11 KATIE A., WE HAD TO HIRE HUNDREDS OF NEW EMPLOYEES. AND THAT'S  
12 NOT REFLECTED IN THE REPORT. THAT'S ALL PART OF IT, AS WELL,  
13 TOO. I MEAN THERE ARE SOME SIGNIFICANT POTENTIAL ISSUES THERE  
14 THAT ARE MISSING I THINK WHEN YOU TRY TO GET A HANDLE ON IT.  
15 BECAUSE IT'S NOT JUST LITIGATION ALL THE TIME, BUT IT'S THESE  
16 OTHER ANCILLARY KINDS OF SITUATIONS THAT HAVE PUT THIS IN THAT  
17 ARE A PART OF THE COST WHEN YOU EVALUATE IT. HOPEFULLY WHEN WE  
18 COME BACK IN A WEEK, YOU CAN DEAL WITH SOME OF THOSE ISSUES ON  
19 YOUR LITIGATION REPORT. ARE THERE ANY OTHER QUESTIONS ON THIS  
20 PARTICULAR REPORT?

21

22 **SUP. MOLINA:** I WOULD JUST ASK THAT IN THAT AREA, THAT I THINK  
23 YOU HAVE TO HAVE A GOAL. AND IT'S NOT CLEAR. YOU'RE GOING TO  
24 LOOK INTO IT. BUT IT'S NOT GOAL-ORIENTED. THE IN-HOUSE  
25 ATTORNEYS OVERSEEING AND MONITORING THE THIRD-PARTY HAS TO BE



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1 GOAL-ORIENTED. I DON'T KNOW WHAT YOUR GOAL IS. IT'S HARD FOR  
2 ME TO TELL. AND I GUESS THAT'S NOT THE ANSWER. IT COULD BE--  
3 MY GOAL IS TO BRING DOWN THOSE COSTS, TO BRING DOWN. I DON'T  
4 KNOW WHAT YOUR GOAL IS.

5

6 **STEVE ESTABROOK:** THAT'S THE GOAL IS TO GET THE BEST RESULT FOR  
7 THE BEST PRICE WE CAN GET.

8

9 **SUP. KNABE, CHAIRMAN:** AS SUPERVISOR MOLINA INDICATED, THESE  
10 ARE DOLLARS THAT CAN GO DIRECTLY INTO PROGRAMS AND THEY'RE  
11 BEING WASTED IN SOME CASES. SO WE REALLY NEED TO GET OUR ARMS  
12 AROUND THEM.

13

14 **ROBERT KALUNIAN, COUNSEL:** JUST LOOKING AT THE ISSUE GLOBALLY,  
15 \$104 MILLION HAS BEEN SPENT WITH REGARD TO THE ATTORNEYS'  
16 FEES, COSTS, JUDGMENT OF DAMAGES, SETTLEMENTS FOR THE FISCAL  
17 YEAR. THAT'S LESS THAN A HALF A PERCENT OF THE ENTIRE COUNTY  
18 BUDGET. THE COUNTY PROVIDES SERVICES TO 10 MILLION PEOPLE AND  
19 IS BASICALLY IN A SITUATION WHERE THERE ARE GOING TO BE LEGAL  
20 EXPENSES, THERE ARE GOING TO BE LEGAL COSTS. AND GRANTED IT  
21 SHOULD BE YOUR RISK MANAGEMENT AND COUNTY COUNSEL'S POSITION  
22 TO TRY TO MITIGATE THOSE DAMAGES AND REDUCE THOSE COSTS, BUT I  
23 THINK YOU HAVE TO LOOK AT IT FROM THE BIG PICTURE STANDPOINT.  
24 IF YOU COMPARE THE COUNTY AND ITS BUDGET WITH LET'S SAY CITY  
25 OF LOS ANGELES, THE CITY OF LOS ANGELES SPENT \$72 MILLION



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1 DURING THE SAME PERIOD OF TIME FOR THE SAME TYPE OF SERVICE,  
2 WHICH WAS OVER 1 PERCENT OF THEIR TOTAL BUDGET. AND WHEN YOU  
3 MEASURE THE SERVICES PROVIDED BY THE COUNTY AND THE RISK OF  
4 LIABILITY OF THE SHERIFF OPERATING A JAIL, OF THE HOSPITALS,  
5 WHICH THE CITY DOESN'T HAVE, OF A PROBATION DEPARTMENT WHICH  
6 PROVIDES SUPERVISION AND CUSTODIAL OF MINORS, THOSE ARE THE  
7 BIG TICKET ITEMS AS FAR AS EXPOSURE AND LIABILITY. THOSE  
8 AREN'T EVEN PROVIDED BY THE CITY. SO COMPARING COUNTIES, THE  
9 COUNTY'S LEGAL COSTS AND LIABILITIES TO ANOTHER LARGE  
10 GOVERNMENT ENTITY I THINK IS A FAIR COMPARISON. AND IF YOU DO  
11 THAT, I THINK THAT THE DEPARTMENTS INVOLVED, THE COUNTY  
12 COUNSEL, C.E.O., RISK MANAGEMENT HAVE BEEN WORKING VERY HARD  
13 AND HAVE CONTROLLED COSTS, THE ATTORNEY FEES AND COSTS OVER  
14 THE LAST SEVERAL YEARS HAVE BEEN RELATIVELY CONSTANT.

15

16 **SUP. MOLINA:** MR. CHAIRMAN?

17

18 **SUP. KNABE, CHAIRMAN:** YES.

19

20 **SUP. MOLINA:** YOU KNOW, IT'S INTERESTING YOU MENTION THE CITY  
21 OF L.A. YOU KNOW, WE ARE-- IN FACT, I GET COMMENTED ON PRETTY  
22 REGULARLY BY OTHER EMPLOYEES, PARTICULARLY CITY AND STATE  
23 EMPLOYEES. THEY WANT TO UNDERSTAND WHY, IN LIGHT OF ALL THESE  
24 FISCAL CRISES, IS THE COUNTY OF LOS ANGELES NOT LAYING OFF  
25 PEOPLE? NOT FURLOUGHING PEOPLE AND NOT ELIMINATING PROGRAMS.



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1 AND IT'S HARD TO UNDERSTAND THAT THIS ISN'T BECAUSE OF ONE  
2 THING. IT'S BEEN A CONSCIENTIOUS EFFORT FOR A NUMBER OF YEARS  
3 TO HAVE SOME VERY STRINGENT RULES ABOUT HOW WE BUDGET. THAT'S  
4 THE OUTCOME. NOW, THERE ARE THINGS OUT THERE THAT ARE VERY  
5 UNIQUE. THE LEGISLATURE COULD TAKE THREE QUARTERS OF OUR  
6 BUDGET TOMORROW. THE POINT IS, THIS BOARD HAS MADE SOME VERY  
7 CLEAR DETERMINATIONS THAT HAVE LED TO THAT OUTCOME. IF WE  
8 DON'T LOOK AT THESE ISSUES, LIKE THEY DON'T LOOK AT THEM IN  
9 THE CITY, I CAN GUARANTEE YOU THEY DON'T LOOK AT THEM IN THE  
10 CITY, WE ARE GOING TO DO NOTHING BUT INCREASE. SO MONITORING  
11 THEM, REVIEWING THEM, JUST CREATES THAT WHOLE MECHANISM OF  
12 REAL RISK MANAGEMENT. NO MATTER HOW BIG YOUR ORGANIZATION IS,  
13 FORREST GUMP SAID IT BEST "STUPID IS AS STUPID DOES." THE  
14 ISSUE IS THAT WE HAVE A LOT OF THESE ISSUES. WHEN I GO THROUGH  
15 THESE CASES, THE MEDICAL MALPRACTICE IS SCARY ENOUGH. I WOULD  
16 HAVE HAD TO BE THE VICTIM OF ANY OF THOSE. BUT SOME OF THEM  
17 ARE AVOIDABLE. TOTALLY AVOIDABLE. TOTALLY AVOIDABLE. SOME ARE  
18 NOT. SO THE ISSUE IS WHEN YOU LOOK AT RISK MANAGEMENT, YOU TRY  
19 AND FIGURE OUT HOW DO WE GET RID OF THE AVOIDABLE? KNOCK THEM  
20 OFF THE COLUMN? HOW DO YOU DO THAT? YOU TAKE A GUY THAT  
21 DOESN'T HAVE A DRIVER'S LICENSE, THAT GETS TOO MANY TICKETS,  
22 CAN'T AFFORD, CAN'T GET HIS OWN INSURANCE, HEY, DON'T GIVE HIM  
23 A COUNTY CAR, RIGHT? GOOD RULE. MIGHT SAVE YOU SOME MONEY. THE  
24 ISSUE IS IT REQUIRES CONSCIENTIOUS REVIEW. IF THIS WERE GOING  
25 ON IN THE CITY RIGHT NOW, IT WOULD BRING DOWN THEIR COSTS. I





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1 MEAN, THERE ARE A LOT OF LAWYERS OUT THERE THAT EVERY SINGLE  
2 DAY WALK AROUND HAPPY AS CAN BE FOR WHAT THEY CAN CHARGE THE  
3 CITY EVERY SINGLE DAY FOR THEIR OUTSIDE COUNSEL. THESE NEED TO  
4 BE REVIEWED. THAT'S WHAT THE PROCESS IS. AND THERE'S NO DOUBT  
5 IT REQUIRES A LOT OF TIME. I SPENT A LOT OF TIME REVIEWING  
6 THESE CASES. I MEAN SOME OF THEM, IT'S AMAZING TO ME. AND NOW  
7 I KEEP GOING BACK AND LOOKING AT IT, WHAT CAUSED THIS? WHAT  
8 COULD HAVE BEEN PREVENTED? HAD THIS PERSON NOT DONE THIS, WE  
9 MIGHT HAVE HAD SOME SAVINGS. AND NOT ONLY SAVINGS, BUT ALSO  
10 THE ISSUE OF PROTECTING PROPERTY AND PEOPLE'S LIVES AND ALL  
11 THOSE OTHER KINDS OF THINGS. WE ALL WANT TO DO A GOOD JOB. BUT  
12 IT JUST IS LIKE ANYTHING ELSE, WE HAVE TO MAKE THAT EFFORT.  
13 AND SO THAT'S WHAT THIS IS ABOUT. I'M HOPING DEPARTMENTS WILL  
14 INTERNALIZE IT. FOR ONCE OUR COUNTY COUNSEL IS LOOKING FOR  
15 RISK MANAGEMENT. FOR ONCE OUR C.E.O.'S LOOKING AT RISK  
16 MANAGEMENT. NOW THE DEPARTMENTS NEED TO INTERNALIZE IT. THEY  
17 NEED TO BE MEASURED AND HELD ACCOUNTABLE BY IT. THAT'S WHY  
18 WE'RE TRYING TO SORT ALL THIS OUT. BECAUSE ONE THING MR.  
19 ESTABROOK DID SAY, EACH ONE OF THESE CASES IS UNIQUE, THERE IS  
20 NO DOUBT. BUT IN THE SAME TIME AS THESE PROCESSES GO THROUGH,  
21 THERE'S A LOT OF STANDARD STUFF. ANY LAWYER WHO COMES IN AND  
22 TAKES A CASE KNOWS THE STANDARD. YOU GO THROUGH A STANDARD  
23 PROCESS. WE NEED TO FIND OUT WHAT IS IT THAT WE CAN PULL AWAY?  
24 MAJOR CORPORATIONS TODAY ARE RETHINKING AND RE-LOOKING AT THE  
25 WHOLE AREA OF LIABILITY. THEY'RE LOOKING AT THE WAY TO BRING



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1 DOWN LEGAL COSTS BY SAYING "I'M NOT PAYING BY THE HOUR ANY  
2 MORE. I'M GOING TO PAY YOU PER CASE, TAKE IT OR LEAVE IT."  
3 BECAUSE THERE'S ENOUGH PEOPLE, ENOUGH LAWYERS STANDING IN LINE  
4 WANTING THESE CASES. WE MIGHT LOOK AT THAT. WHY NOT? SO THERE  
5 ARE MANY STRATEGIES TO LOOK AT TO BRING DOWN THOSE COSTS. SO  
6 THAT'S WHAT THIS EFFORT IS ABOUT, PAINFUL AS IT IS.

7

8 **SUP. KNABE, CHAIRMAN:** DON'T JUST GET CAUGHT UP IN THE LEGAL  
9 COSTS.

10

11 **SUP. MOLINA:** I'M LOOKING AT RISK MANAGEMENT.

12

13 **SUP. KNABE, CHAIRMAN:** YOU SAID THE BIG PICTURE. BUT ON THE BIG  
14 PICTURE IF YOU SAVE 10 PERCENT, THAT'S \$10 MILLION. BUT ALSO  
15 WHEN YOU SAY THAT, WHAT IS IT COSTING US? I MEAN NOT SO MUCH  
16 IN THE LEGAL FEES BUT IN THE OUTCOMES. AND THAT'S WHAT I'M  
17 SAYING LIKE WITH KATIE A., THE HUNDREDS OF EMPLOYEES THAT WE  
18 HAD TO HIRE, THAT'S GOT TO BE A PIECE OF ALL THIS IN ADDITION  
19 TO THE LITIGATION. I DON'T WANT TO JUST GO AROUND THAT. THESE  
20 CONSENT DECREES WE'VE BEEN DOING AT THE M.T.A., WE'VE BEEN  
21 THROUGH IT HERE, HAVE REALLY SOME SIGNIFICANT COSTS THAT ARE  
22 ALL PART OF THIS WHOLE REPORT. SO I WOULDN'T WANT YOU TO LOSE  
23 SIGHT OF THAT, EITHER. ANY OTHER QUESTIONS? OKAY. RECEIVE AND  
24 FILE. ITEM 68? GO AHEAD.

25



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1   **SUP. MOLINA:** NO, I'M NOT GOING TO SAY ANYTHING ELSE RIGHT NOW.

2

3   **SUP. KNABE, CHAIRMAN:** ITEM 68?

4

5   **STEVE ESTABROOK:** YES, MR. CHAIRMAN. ITEM 68 INVOLVES THE LEGAL  
6 EXPOSURE REDUCTION COMMITTEE AND THE LEGAL EXPOSURE REDUCTION  
7 COMMITTEE WAS TASKED TO MEET QUARTERLY. WE MET EVERY MONTH,  
8 AND IT INCLUDED VARIOUS MEMBERS OF THE EXECUTIVE STAFF OF THE  
9 COUNTY. IT PROVIDED US, BOTH THE C.E.O. AND COUNTY COUNSEL, AN  
10 OPPORTUNITY TO GO FACE-TO-FACE WITH THE EXECUTIVES AND  
11 ACTUALLY INFORM THEM OF WHAT'S GOING ON AND HAVE VALUABLE  
12 FEEDBACK. AS I INDICATED, THE MEETINGS STARTED, THE L.E.R.C.,  
13 LITIGATION EXPOSURE REDUCTION COMMITTEE, WAS COMMENCED BY A  
14 MOTION OF THIS BOARD BACK IN NOVEMBER. AND THEN ACTUALLY AFTER  
15 AN AMENDMENT IN DECEMBER, OUR FIRST MEETING TOOK PLACE IN  
16 MARCH AND WE HAD MET EVERY MONTH, AS I MENTIONED. I'VE ALREADY  
17 GONE OVER SOME OF THE COUNTY COUNSEL PROCEDURES OR PROACTIVE  
18 PROCEDURES IN THE EARLIER REPORT THAT WE HAVE IMPLEMENTED TO  
19 TRY TO FIGHT THE FIRST FIGHT, WHICH IS HANDLE THE CLAIMS AND  
20 MAKE SURE THEY DON'T BECOME LAWSUITS. THAT'S AN AGGRESSIVE  
21 CLAIMS PROCEDURE. THE PRIMARY-- ONE OF THE PRIMARY  
22 ACCOMPLISHMENTS OF THE COMMITTEE IS AS SETTING THE GOAL OF 5  
23 PERCENT, SOMETHING TO SHOOT AT AS MR. NYBLOM INDICATED THERE'S  
24 NOT A LOT OF SCIENTIFIC BACKGROUND TO THE 5 PERCENT, BUT IT IS  
25 A GOAL, AND THE VARIOUS DIRECTORS INDICATED THAT THAT WOULD BE



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1 A VALUABLE GOAL. WE'VE ALSO ESTABLISHED SEVERAL COMMITTEES.  
2 EACH COMMITTEE, EMPLOYMENT COMMITTEE, CLASSIFICATION COMMITTEE  
3 AND MEDICAL MALPRACTICE COMMITTEE AND A WORKER'S COMPENSATION  
4 COMMITTEE TO STUDY THE VARIOUS AREAS, LOOK FOR AREAS WHERE WE  
5 CAN SAVE MONEY IN THOSE PARTICULAR LIABILITY OR EXPOSURE  
6 AREAS. AND EACH COMMITTEE WILL BE ADDRESSING THOSE LIABILITY  
7 AREAS. WE'RE ALSO-- THERE'S A TRAIN COMMITTEE WHICH IS IN  
8 CHARGE OF DETERMINING WHICH AREAS, WHICH COUNTY EMPLOYEES NEED  
9 TRAINING, SPECIFICALLY THE RISK COORDINATORS. AND ALSO THERE  
10 WAS, AS SUPERVISOR MOLINA INDICATED, THERE IS THE RECAP  
11 DOCUMENTS THAT WE CAN NOW GAUGE, EACH DIRECTOR CAN GAUGE THE  
12 VARIOUS EXPOSURES THAT THEY HAVE IN CONJUNCTION WITH COUNTY  
13 COUNSEL AND THE C.E.O. AND ALSO LOOKING AT THE EFFECTIVENESS  
14 OF CAPS AND WHEN THEY CAN SHIELD US FROM EXPOSURE EXPOSURE.  
15 AND, STEVE, DID YOU HAVE ANYTHING TO ADD?

16

17 **STEVE NYBLOM:** NO. I THINK THAT YOU ADDRESSED THE CONTENTS OF  
18 THE REPORT.

19

20 **SUP. KNABE, CHAIRMAN:** OKAY. ANY QUESTIONS? OKAY. WE WILL  
21 RECEIVE AND FILE.

22

23 **STEVE ESTABROOK:** THANK YOU.

24



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1    **SUP. KNABE, CHAIRMAN:** THE DISCUSSION HAS BEEN LONG, BUT DON'T  
2    LOSE SIGHT OF WHAT WE EXPECT BACK NEXT WEEK; OKAY? THANK YOU.  
3    ALL RIGHT. WE DO HAVE SOMEONE SIGNED UP ON ITEM 68. HILLARIE  
4    LEVY?

5

6    **HILLARIE LEVY:** GOOD AFTERNOON. MY NAME IS HILLARIE LEVY. THE  
7    LEGAL EXPOSURE REDUCTION COMMITTEE'S ATTEMPT TO REDUCE LEGAL  
8    COSTS AND PREVENT FUTURE CLAIMS AND LAWSUITS SHOULD INCLUDE  
9    IMPLEMENTING CHANGES TO SECTION 6.09 OF THE L.A. COUNTY CODE  
10    BY ESTABLISHING A SYSTEM OF MONITORING SALARIED EMPLOYEES. AS  
11    DETAILED IN SEVERAL L.A. TIMES ARTICLES, THESE UPPER-LEVEL  
12    VETERAN EMPLOYEES' UNETHICAL AND ILLEGAL TRANSACTIONS RESULT  
13    IN LOSS OF COUNTY FUNDS, PLACE L.A. COUNTY IN A POSITION OF  
14    SUSCEPTIBILITY TO FUTURE CLAIMS AND LAWSUITS AND REFLECT ON  
15    THE BOARD'S INABILITY TO CONTROL THESE EMBARRASSING  
16    SITUATIONS. INSTEAD OF EXCUSING THEIR DEPLORABLE AND SHOCKING  
17    ACTIONS WITH "THIS DOES NOT FALL WITHIN THE SCOPE OF THEIR  
18    EMPLOYMENT," STRICTER MONITORING OF SALARIED EMPLOYEES  
19    RESULTING IN SERIOUS CONSEQUENCES FOR ILLEGAL AND UNETHICAL  
20    ACTIONS ON AND OFF THE JOB WILL RESULT IN LESS ABUSE AND  
21    FINANCIAL LOSS TO THE COUNTY COUNTY. THIS LACK OF RESPECT FOR  
22    THE COUNTY BY EMPLOYEES TRICKLES DOWN TO ALL WORKERS. FOR  
23    EXAMPLE, THERE IS A LARGE AMOUNT OF CIGARETTE BUTTS ON THE  
24    GROUND AND IN THE PLANTERS ON THE SECOND FLOOR OUTDOOR AREA  
25    FREQUENTED OVERWHELMINGLY BY SMOKING EMPLOYEES TOO LAZY TO



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1 PLACE CIGARETTE BUTTS IN THE RECEPTACLE AS A WORKER  
2 FRANTICALLY TRIES TO SWEEP THEM UP. THESE EMPLOYEES ARE ONLY  
3 FOLLOWING THE SAD EXAMPLE OF THEIR SUPERIORS, AS IN THE CASE  
4 WHEN A FIELD DEPUTY BRAGGED TO HER SUBORDINATES ABOUT SMOKING  
5 TO HER COORDINATES IN HER COUNTY-ISSUED CAR. THIS DEPLORABLE  
6 BEHAVIOR BY COUNTY EMPLOYEES WOULD NEVER BE TOLERATED IN THE  
7 PRIVATE SECTOR, SO WHY MUST YOUR CONSTITUENTS TOLERATE IT? THE  
8 BOARD DOES NOT DESERVE THE CONTINUING BAD PRESS AND THE  
9 LIABILITY THESE SALARIED EMPLOYEES BRING. IN ORDER TO PREVENT  
10 THE CONTINUED ILLEGAL AND UNETHICAL ACTIONS BY SALARIED  
11 EMPLOYEES RESULTING IN EMBARRASSING LEGAL COSTS AND LAWSUITS,  
12 IT IS IMPERATIVE THE LEGAL EXPOSURE REDUCTION COMMITTEE  
13 INCLUDE IMPLEMENTING CHANGES TO L.A. COUNTY CODE 6.09.  
14 ULTIMATELY THE INCREASED, UNNECESSARY LAWSUITS INVOLVE COUNTY  
15 EMPLOYEES.

16

17 **SUP. KNABE, CHAIRMAN:** THANK YOU. WE STILL WILL RECEIVE AND  
18 FILE. ON THAT LAST L.E.R.C. REPORT, HOW ARE WE DOING ON THE  
19 STRIKE TEAMS? AS A PIECE OF THAT. I JUST HAD THAT ONE QUICK  
20 QUESTION.

21

22 **STEVE NYBLOM:** THE STRIKE TEAMS AS RELATED TO THE EMPLOYMENT  
23 PRACTICES AND SPECIFIC ISSUES? THOSE TEAMS ARE IN PLACE AND  
24 ARE ESTABLISHING WHICH DEPARTMENTS TO FOCUS THEIR ATTENTION ON



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1 AND ALSO HAVING INFLUENCE INTO THE TRAINING MATERIAL THAT'S  
2 BEING DEVELOPED FOR EITHER THE MANAGERS AND SUPERVISORS.

3

4 **SUP. KNABE, CHAIRMAN:** SO THEY'RE LOOKING AT THE NUMBERS. WE'VE  
5 GOT THE DATA NOW THAT WE NEED. SO YOU CAN ISOLATE AND SEND A  
6 STRIKE TEAM IN PLACE, RIGHT?

7

8 **STEVE NYBLOM:** YES.

9

10 **SUP. KNABE, CHAIRMAN:** OKAY, THANK YOU. EXCUSE ME, OH NEVER  
11 MIND.

12

13 **SUP. ANTONOVICH:** FIFTH DISTRICT?

14

15 **SUP. KNABE, CHAIRMAN:** I WAS JUST TRYING TO TO SEE IF WE HAD  
16 ANY OTHER AGENDA PRIOR. SUPERVISOR ANTONOVICH?

17

18 **SUP. ANTONOVICH:** MY ADJOURNMENTS TODAY, MARY BRADVICA  
19 ARNERICH, PASSED AWAY AT THE AGE OF 88. SHE HAD BEEN ACTIVE IN  
20 THE COMMUNITY FOR HER ENTIRE LIFE. SHE SERVED AS A DEACON AT  
21 ST. ANTHONY CROATIA AND CATHOLIC CHURCH IN LOS ANGELES. AS I  
22 SAID WAS QUITE INVOLVED IN THE COMMUNITY. GINNY ALDRICH, SHE  
23 PASSED AWAY. SHE WAS MARRIED TO TOM ALDRICH FOR 65 YEARS. VERY  
24 INVOLVED. THEY LIVED IN SACRAMENTO. BUT HE WAS THE HEAD OF  
25 GOVERNMENTAL AFFAIRS FOR BUDWEISER. GINNY ALDRICH. AND THEN





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1 THE DAUGHTER OF A VERY GOOD FRIEND OF MANY OF OURS, NANCY  
2 BERGESON, WHO WAS THE DAUGHTER OF FORMER STATE SENATOR MARIAN  
3 BERGESON, WAS MURDERED IN HER HOME. SHE WAS AN ASSISTANT  
4 PUBLIC DEFENDER IN OREGON. SO WE ADJOURN IN NANCY'S MEMORY.  
5 MARIAN MARKARIAN WAS 93 YEARS OLD. THE BOARD, IN OUR EFFORTS  
6 TO BEGIN A GRADING SYSTEM OF NURSING HOMES, IS GOING TO HELP  
7 FOR FUTURE CASES, BECAUSE HER DEATH WAS A RESULT OF SOME POOR  
8 HANDLING IN A NURSING CONVALESCENT HOME. HARVEY DON MILAM WHO  
9 PASSED AWAY AT THE AGE OF 87. HE HAD BEEN ACTIVE IN GLENDALE  
10 KIWANIS CLUB, GLENDALE ELKS WHERE HE HAS SERVED AS AN OFFICER  
11 AND WAS A BUSINESSMAN IN GLENDALE. HOYT SWIFT PARDEE, WHO WAS  
12 THE FOUNDER OF A FAMILY CONSTRUCTION COMPANY, ONE OF THE  
13 LEADING HOME CONSTRUCTION BUILDERS OF INTEGRITY IN OUR STATE,  
14 WHICH HE AND HIS SONS WERE INVOLVED WITH. AND THEIR WHOLE  
15 PHILOSOPHY WAS EVERYTHING HAD TO BE DONE IN A UNANIMOUS VOTE.  
16 ANY TYPE OF DISAGREEMENT, THEY WOULD NOT PURSUE THOSE  
17 ACTIVITIES. HIS CONTRIBUTION WAS BUILDING AT U.C.L.A., THE  
18 BASEBALL STADIUM IN HONOR OF JACKIE ROBINSON, WHO WAS THE  
19 GREAT FAMILY RESIDENCE OF THE FIFTH DISTRICT IN THE PASADENA  
20 AREA. HE WAS AN EAGLE SCOUT. STRONG SUPPORTER OF THE BOY  
21 SCOUTS OF AMERICA. PETER RUNJE, JR. PASSED AWAY AT THE AGE OF  
22 82. SERVED IN UNITED STATES NAVY IN WORLD WAR II. ALSO A  
23 GRADUATE OF JOHN MARSHALL HIGH SCHOOL. PRESIDENT, SOLE OWNER  
24 OF RUNJE CORPORATION. MEMBER OF THE A.G.C. AND THE E.C.A.,  
25 VERY ACTIVE IN THE COMMUNITY, IN THE CROATIAN COMMUNITY, AS



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1 WELL, AND WELL-RESPECTED. HE LEAVES HIS WIFE FRANCES AND HIS  
2 CHILDREN. DIANE HELEN GUTENBERG TIERNEY, SHE PASSED AWAY AT  
3 THE AGE OF 50. SHE WAS A SOCIAL WORKER WITH THE COUNTY OF LOS  
4 ANGELES FOR 25 YEARS. SHE HELPED PARAPLEGICS AND QUADRIPEGICS  
5 AT RANCHO LOS AMIGOS HOSPITAL. SHE SERVED AT THE DEPARTMENT OF  
6 MENTAL HEALTH WHERE SHE BECAME A PSYCHIATRIC SOCIAL WORKER AT  
7 THE EDELMAN MENTAL HEALTH CLINIC AND WORKED AS PSYCHIATRIC  
8 SOCIAL WORKER SUPERVISOR, GUIDING AND TRAINING A TEAM OF OUR  
9 SOCIAL WORKERS. AND HARRY VICKMAN. WE DID HARRY LAST WEEK WHO  
10 HAD CREATED THE ONE GENERATION THAT PROVIDES DAYCARE AND OTHER  
11 SERVICES FOR FRAIL SENIORS AND PAIRING THE SMALL, THE YOUTH  
12 WITH THE SENIORS. VERY GOOD MAN. DR. NITA BRIGHTON DEUTSCHER,  
13 PASSED AWAY AT THE AGE OF 78. SHE WAS A C.P.A. SHE RECEIVED  
14 HER DEGREE IN PSYCHOLOGY AT THE UNIVERSITY OF WASHINGTON. SHE  
15 MARRIED HER HUSBAND WHO WAS WITH THE STATE DEPARTMENT AND THEY  
16 SPENT A NUMBER OF YEARS RESIDING IN IRAN AT THE TIME OF THE  
17 1979 REVOLUTION. SHE WAS IN SAUDI ARABIA, AFGHANISTAN, ISRAEL,  
18 EGYPT, CHINA, INDIA, RUSSIA, OTHER PARTS OF WESTERN EUROPE AND  
19 AFRICA AND THEN BECAME ACTIVE IN THE VALLEY WHERE SHE WAS  
20 ACTIVE IN THE VALLEY COMMITTEE FOR THE LOS ANGELES  
21 PHILHARMONIC, CHILDREN'S U.S.A. AND THE REPUBLICAN WOMEN  
22 FEDERATION AND THE FREEDOM FOUNDATION. SO THOSE ARE MY  
23 ADJOURNMENTS, MR. CHAIRMAN.

24

25 **SUP. KNABE, CHAIRMAN:** SO ORDERED.



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1

2 **SUP. ANTONOVICH:** THERE WAS, I THINK, AN ERROR THAT WE HAD MADE  
3 WHEN WE MADE THE HOLIDAY SCHEDULE. I WOULD LIKE TO SEE THAT  
4 12/22 WOULD BE A NON-BOARD DAY AND REPLACED BY JANUARY 5TH.  
5 JANUARY 5TH, AS WE KNOW, IS WAY AFTER NEW YEAR'S-- NEW YEAR'S  
6 IS ON THE FIRST BUT IT'S NOT ON A FRIDAY, SATURDAY OR SUNDAY.  
7 AND I WOULD LIKE TO MAKE THAT, IF WE CAN MAKE THAT CORRECTION  
8 THAT 12/22 AND 12/29 WOULD BE THE DARK DAYS FOR THE BOARD  
9 MEETINGS.

10

11 **SUP. KNABE, CHAIRMAN:** WELL, I ALREADY MADE TRAVEL PLANS  
12 BECAUSE YOU SAID 1/5.

13

14 **SUP. ANTONOVICH:** YOU DID? THEN I WOULD LIKE TO SEE THAT 12/22  
15 WOULD BE A DARK DAY. YOU'RE GOING TO IMPACT A LOT OF PEOPLE  
16 RELATIVE TO CHRISTMAS.

17

18 **SUP. KNABE, CHAIRMAN:** I CAN DO WHAT YOU WANT. I JUST WON'T BE  
19 HERE ON THE FIFTH. WE NEED TO GET SOME CONSENSUS FROM THE  
20 BOARD. YOU'VE CONTINUED SOME ITEMS TO 1/22 BECAUSE WE THOUGHT  
21 WE WERE GOING TO HAVE A MEETING. IT'S UP TO YOU ALL WHAT YOU  
22 WANT TO DO. SUPERVISOR MOLINA, ANY INPUT ON THAT? YOU KNOW, IT  
23 DEPENDS ON WHAT THE CALENDAR LOOKS LIKE FOR THE 22ND.

24



**The Meeting Transcript of  
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1    **C.E.O. FUJIOKA:** I'VE SENT A NOTE TO OUR STAFF TO FIND OUT WHAT  
2    ITEMS, WHAT CRITICAL ITEMS ARE BEING--

3

4    **CLERK SACHI HAMAI:** EXCUSE ME. WE ONLY HAVE ONE SET MATTER  
5    WHICH IS THE L.A.C.+U.S.C. ITEM. AND THEN THERE ARE TWO  
6    CARRYOVER ITEMS. ONE WAS THE ELECTION DAY REGISTRATION AND THE  
7    CORRECTIVE ACTION FOR BECK THAT WAS CARRYOVER ITEMS.

8

9    **C.E.O. FUJIOKA:** MY CONCERN IS WE MAY HAVE SOME CONTRACTS THAT  
10   WE HAVE TO MOVE FORWARD THIS CALENDAR YEAR. AND SO WE'RE  
11   TRYING TO GET AN INVENTORY OF THOSE CONTRACTS THAT HAVE TO  
12   MOVE.

13

14   **SUP. ANTONOVICH:** YOU NEED AN EMERGENCY MEETING FOR A SPECIFIC  
15   CONTRACT, THAT'S ONE ISSUE THAT YOU CAN CALL.

16

17   **C.E.O. FUJIOKA:** I SENT A NOTE TELLING FOLKS TO DO EVERYTHING  
18   POSSIBLE TO SHOOT FOR THE 15TH AND I'M GETTING FEEDBACK RIGHT  
19   NOW. SO WE'RE TRYING TO TRY TO PUSH ALL THOSE CONTRACTS  
20   FORWARD.

21

22   **SUP. KNABE, CHAIRMAN:** JUST MAKE A DECISION IN A WEEK AND SEE  
23   WHAT THE CALENDAR IS LIKE TO DO THE 22ND AND 29TH IF YOU LIKE  
24   WANT.

25



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1    **SUP. ANTONOVICH:** THAT'S FINE.

2

3    **SUP. KNABE, CHAIRMAN:** OKAY.

4

5    **SUP. ANTONOVICH:** ALSO IF GARY TOWNSEND IS HERE, OUR TAX DEPUTY  
6    CHIEF ASSESSOR, WITH A COUPLE QUESTIONS WE WANT TO ASK. I  
7    DON'T KNOW IF YOU'RE AWARE, BUT THIS IS THE FIRST YEAR ON  
8    PROPERTY TAXES THAT THERE IS GOING TO BE DEFLATION THAT HAS  
9    TAKEN PLACE. AND THERE IS GOING TO BE A REDUCTION IN PROPERTY  
10   TAXES. THE BOARD OF EQUALIZATION WILL BE MAKING A  
11   DETERMINATION THIS MONTH. IF WE COULD ASK THE TAX ASSESSOR  
12   RELATIVE TO WHAT IS THE REDUCTION IN PROPERTY TAXES THAT  
13   YOU'RE BASING YOUR PROJECTIONS ON AND HOW IS THAT REDUCTION  
14   GOING TO TAKE PLACE? IS IT THROUGH A REBATE CHECK? OR IS IT  
15   APPLICABLE TO NEXT YEAR'S, THE 2010-2011 PROPERTY TAX?

16

17   **ROBERT KWAN:** MR. CHAIRMAN, MEMBERS OF THE BOARD, I'M ROBERT  
18   KWAN, ASSISTANT ASSESSOR. AND WITH ME TODAY IS MR. GARY  
19   TOWNSEND, CHIEF DEPUTY FOR THE OFFICE OF ASSESSOR. IT'S A  
20   LITTLE BIT DIFFICULT TO QUANTIFY THE AMOUNT OF PROPERTY TAX  
21   REDUCTION BECAUSE IT'S A MOVING TARGET. WE WOULD HAVE TO MAKE  
22   SEVERAL ASSUMPTIONS ON HOW THIS PARTICULAR C.P.I. DEFLATION  
23   FACTOR WOULD BE ADJUSTED. BUT IN VERY, VERY ROUND NUMBERS, IF  
24   I HAD TO MAKE AN ESTIMATE, THE COUNTY'S SHARE WOULD BE IN THE  
25   NEIGHBORHOOD OF 50 MILLION.



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1

2 **GARY TOWNSEND:** AND IT WON'T BE APPLIED UNTIL NEXT YEAR. SO NO  
3 ONE WILL GET A REBATE.

4

5 **SUP. ANTONOVICH:** IT DOESN'T APPLY TO OUR CURRENT.

6

7 **GARY TOWNSEND:** NO. THE BILLS THAT ARE BEING PAID NOW ARE  
8 ACCURATE.

9

10 **SUP. ANTONOVICH:** BUT IT WOULD APPLY TO THE 2010-2011 FISCAL  
11 YEAR, SO OUR DEPARTMENTS WILL HAVE TO START CALCULATING THAT  
12 COST.

13

14 **GARY TOWNSEND:** IT'S DONE BY COMPUTER. AND ALL OF THAT'S BEING  
15 PLANNED FOR ALREADY.

16

17 **ROBERT KWAN:** ONE OF YOUR QUESTIONS, MR. ANTONOVICH, WAS HOW  
18 WITH WOULD THIS REDUCTION BE RECOGNIZED? IT WOULD BE A  
19 REDUCTION IN THE PROPERTY TAX BILL THAT WOULD BE MAILED OUT TO  
20 ALL PROPERTY OWNERS. THERE WOULD BE NO REBATE CHECK.

21

22 **SUP. ANTONOVICH:** SO IT'S A REDUCTION IN THE BILL THAT YOU'RE  
23 GOING TO RECEIVE IN OCTOBER OF 2010?

24

25 **ROBERT KWAN:** EXACTLY.



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1

2 **SUP. ANTONOVICH:** RIGHT.

3

4 **GARY TOWNSEND:** AND IT WILL REPRESENT THE AMOUNT OF  
5 APPROXIMATELY \$26 PER EVERY \$100,000-- NO, EVERY MILLION  
6 DOLLARS OF TAXES. NOT VERY MUCH.

7

8 **SUP. ANTONOVICH:** FOR EVERY \$1 MILLION HOME?

9

10 **GARY TOWNSEND:** \$1 MILLION OF ASSESSMENT.

11

12 **SUP. ANTONOVICH:** TODAY A SHOE BOX STARTS AT \$1 MILLION.

13

14 **ROBERT KWAN:** DEPENDS OF COURSE ON THE GIVEN PROPERTY, BECAUSE  
15 THE TAX RATES VARY BY PROPERTY, BY GEOGRAPHICAL AREA.

16

17 **SUP. ANTONOVICH:** THAT'S VERY GOOD. THANK YOU ON THAT. I HAVE A  
18 MOTION--

19

20 **SUP. KNABE, CHAIRMAN:** THANK YOU VERY MUCH.

21

22 **SUP. ANTONOVICH:** THE REPORT BACK. THE PSYCHIATRIC EMERGENCY  
23 TEAMS OR MOBILE RESPONSE TEAMS BASED IN AND OPERATED BY THE  
24 PSYCHIATRIC HOSPITALS APPROVED BY OUR DEPARTMENT OF MENTAL  
25 HEALTH TO PROVIDE 550, 5150 AND 5585 EVALUATIONS. THESE ARE





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1 LICENSED MENTAL HEALTH PRACTITIONERS AND THEY OPERATE SIMILAR  
2 TO THE DEPARTMENT OF MENTAL HEALTH PSYCHIATRIC MOBILE RESPONSE  
3 TEAMS WHICH PROVIDE ADDITIONAL RESOURCES IN SPECIFIC  
4 GEOGRAPHIC REGIONS. THESE TEAMS PROVIDE LIFESAVING SERVICES  
5 THAT INCREASE THE LIKELIHOOD OF EFFECTIVE OUTCOMES FOR THE  
6 HOMELESS, MENTALLY ILL AND SITUATIONS WHERE ONE ENCOUNTERS LAW  
7 ENFORCEMENT PERSONNEL. THESE TEAMS PROVIDE FIELD RESPONSES TO  
8 CRITICAL INCIDENTS SUCH AS SCHOOL VIOLENCE, EARTHQUAKES, ACTS  
9 OF TERROR. DESPITE THE CRITICAL SERVICES THE P.E.T. TEAM  
10 PROVIDES THERE IS A SHORTAGE OF THIS MENTAL HEALTH COMPONENT.  
11 SO I WOULD LIKE TO HAVE THE BOARD DIRECT THE C.E.O. AND THE  
12 DIRECTOR OF MENTAL HEALTH TO REPORT BACK TO OUR BOARD IN 30  
13 DAYS ON THE EXPANSION OF PSYCHIATRIC EMERGENCY TEAMS TO  
14 ADDITIONAL HOSPITALS THROUGHOUT THE COUNTY AND THE DEPARTMENT  
15 OF MENTAL HEALTH PSYCHIATRIC RESPONSE TEAMS. SO HAVE THIS AS A  
16 REPORT BACK, MR. CHAIRMAN.

17

18 **SUP. KNABE, CHAIRMAN:** OKAY. SO JUST A REPORT BACK.

19

20 **SUP. ANTONOVICH:** REPORT BACK.

21

22 **SUP. KNABE, CHAIRMAN:** ANYTHING ELSE?

23

24 **SUP. ANTONOVICH:** YES. MR. FUJIOKA? WHERE DID HE GO?

25



**The Meeting Transcript of  
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1    **C.E.O. FUJIOKA:** I'M HERE.

2

3    **SUP. ANTONOVICH:** AS WE HAVE KNOWN FOR THE PAST TWO MONTHS BUT  
4    APPEARS TO BE JUST PUBLIC KNOWLEDGE WITHIN THE LAST TWO WEEKS,  
5    THE ECONOMY HAS COLLAPSED IN DUBAI. AS A RESULT OF THAT,  
6    RELATIVE TO THE GRAND AVENUE PROJECT, WHICH IS BEING  
7    SUBSIDIZED BY THE LOAN FROM DUBAI, COULD YOU REPORT BACK  
8    RELATIVE TO THE FACT THAT THAT THEY HAVE NOT-- HOW DUBAI HAVE  
9    COLLAPSED THEIR LOANS AND THEIR ABILITY TO CONTINUE MEETING  
10    THEIR OBLIGATIONS? AND IF THEY ARE UNABLE TO MEET THEIR  
11    OBLIGATIONS, HOW YOU COULD HAVE A COMPETITIVE PROPOSAL TO FIND  
12    OTHER PRIVATE CONCERNS WHO COULD COME IN AND PROVIDE AN  
13    OPPORTUNITY TO DO THE TYPE OF DEVELOPMENT THAT WOULD ENHANCE  
14    THE COUNTY'S PROPERTIES AND INVESTMENTS?

15

16    **SUP. KNABE, CHAIRMAN:** IS THIS A REPORT BACK ON THAT?

17

18    **SUP. ANTONOVICH:** THANK YOU.

19

20    **SUP. KNABE, CHAIRMAN:** WHAT DID YOU JUST ASK? WE'RE MOVING TO  
21    DUBAI?

22

23    **C.E.O. FUJIOKA:** GIVEN THE ECONOMIC PROBLEMS THERE.

24



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1    **SUP. KNABE, CHAIRMAN:** I UNDERSTAND THAT THEY'VE SORT OF  
2    GATHERED AROUND AND GOT THEIR BANKING PIECE FIXED SO WHAT ARE  
3    WE BEING ASKED TO DO?

4

5    **SUP. ANTONOVICH:** THEY'RE PROVIDING THE LOAN FOR THE GRAND  
6    AVENUE PROJECT. THAT'S RIGHT, AND I'M ASKING WHAT ARE THE  
7    RECOURSES NOW RELATIVE TO--

8

9    **C.E.O. FUJIOKA:** WELL FIRST DETERMINE THEIR FINANCIAL SOLVENCY  
10   IF IT'S AN ISSUE.

11

12   **SUP. KNABE, CHAIRMAN:** 12,000 FOOT PARKING STRUCTURE. THAT WAS  
13   A JOKE.

14

15   **SUP. ANTONOVICH:** WE MIGHT BE OWNING A HOTEL IN DUBAI.

16

17   **SUP. KNABE, CHAIRMAN:** OKAY. I GOT YOU. ANY OTHER MOTIONS?

18

19   **SUP. ANTONOVICH:** THAT'S IT. SUPERVISOR MOLINA, DO YOU HAVE ANY  
20   ADJOURNMENTS?

21

22   **SUP. MOLINA:** --ABOUT OUR MEETING. CAN WE CONCLUDE, SUPERVISOR  
23   ANTONOVICH, THAT RIGHT NOW WE WOULD GO DARK ON THE 22ND, THE  
24   29TH AND JANUARY THE FIFTH WITH THE IDEA THAT THE C.E.O. WILL  
25   EVALUATE AND GET ALL OF THE DEPARTMENTS TO SEE IF THERE'S ANY



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1 OUTSTANDING CONTRACTS? AND IF NEED BE NEXT WEEK WE MIGHT  
2 CHANGE THAT?

3

4 **SUP. KNABE, CHAIRMAN:** YOU DON'T HAVE TO DO THREE WEEKS.

5

6 **SUP. MOLINA:** I HAVE BEEN ASKED TO PRESENT THAT. I EXCLUDED MY  
7 \_\_\_\_\_ RIGHT HERE.

8

9 **SUP. KNABE, CHAIRMAN:** WE'LL COME BACK NEXT WEEK AND LOOK AT  
10 THE CALENDAR AND SEE WHETHER WE CAN DO THE 22ND AND 29TH OR WE  
11 STAY AT THE 29TH AND 5TH OR WHATEVER. CAN YOU LOOK AT THAT,  
12 MR. FUJIOKA? AND PUT IT IN THE CONTEXT OF DUBAI.

13

14 **C.E.O. FUJIOKA:** YES, I WILL DO THAT. [LAUGHTER.]

15

16 **SUP. KNABE, CHAIRMAN:** ALL RIGHT, OKAY. ANYTHING ELSE?

17

18 **SUP. KNABE, CHAIRMAN:** ADJOURNING MOTION JUST CAME IN? WE DO  
19 HAVE SOME ADJOURNING COMMENTS. OKAY. YOUR ADJOURNMENT, MR.  
20 YAROSLAVSKY?

21

22 **SUP. YAROSLAVSKY:** HERE WE GO. MR. CHAIRMAN, I'D LIKE TO ASK  
23 THAT THE BOARD ADJOURN IN THE MEMORY OF DAVID ELLMAN, WHO IS  
24 THE BROTHER OF LISA PINTO, WHO IS THE CHIEF FIELD DEPUTY FOR  
25 CONGRESSMAN HENRY WAXMAN, WITH WHOM WE WORK VERY CLOSELY, BOTH



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1 HENRY AND LISA. HER BROTHER DIED SUDDENLY AT THE AGE OF 45 ON  
2 THANKSGIVING DAY. AND I JUST RECEIVED THAT INFORMATION. DAVID  
3 ELMAN IS SURVIVED BY A NIECE, STELLA AND OTHER FAMILY MEMBERS  
4 AND FRIENDS. OF COURSE HIS SISTER LISA. THAT'S IT. THANK YOU.

5

6 **SUP. KNABE, CHAIRMAN:** SUPERVISOR MOLINA, YOU DID HAVE AN  
7 ADJOURNMENT YOU SAY? YOU HAVE A MOTION? 48? I WAS TOLD WE WERE  
8 IN PUBLIC. 48. ALL RIGHT, 48. OKAY NO, IT'S A DONE DEAL. YOU  
9 HAVE A MOTION?

10

11 **SUP. MOLINA:** (OFF MIC) .

12

13 **SUP. KNABE, CHAIRMAN:** COULD YOU TURN HER MIC. ON, PLEASE?

14

15 **SUP. MOLINA:** --IT'S PROBABLY ME. I'M GOING TO VOTE NO ON THIS  
16 ITEM, WHICH IS THE ISSUE OF ALLOWING THE CITY OF-- TO GET OUR  
17 ESTIMATE FOR FIRE PROTECTION SERVICES IN THAT AREA. I REALIZE  
18 AND I UNDERSTAND COMPLETELY THAT IF WE DON'T APPROVE THIS, WE  
19 ARE NOT GOING TO GET REIMBURSED FOR THE INITIAL 30 GRAND THAT  
20 WE SPENT TO GIVE THEM THIS ESTIMATE, BUT I'M STILL OPPOSED TO  
21 IT.

22

23 **SUP. KNABE, CHAIRMAN:** SO WE SHOULD MOVE ITEM 48 THEN YOU'LL  
24 BRING IN YOUR MOTION? SO YOU CAN VOTE NO.

25



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1   **SUP. MOLINA:** I'M GOING TO VOTE NO. THEN I HAVE A MOTION. OKAY.  
2   HOWEVER YOU WISH TO DO IT.

3

4   **SUP. KNABE, CHAIRMAN:** THE CHAIR WILL MOVE 48. SECONDED BY  
5   SUPERVISOR YAROSLAVSKY. WITH SUPERVISOR MOLINA DISSENTING. SO  
6   ORDERED. NOW YOUR MOTION.

7

8   **SUP. MOLINA:** MY MOTION IS-- AND IT WAS GOING TO BE AN  
9   AMENDMENT TO 48.

10

11   **SUP. KNABE, CHAIRMAN:** YOU SAID YOU WERE GOING TO VOTE NO  
12   AGAINST IT. SO YOU WOULDN'T SUPPORT YOUR OWN AMENDMENT.

13

14   **SUP. MOLINA:** IT WOULD STILL BE CONSIDERED AN AMENDMENT TO THIS  
15   ITEM? HELLO? YES?

16

17   **SUP. KNABE, CHAIRMAN:** IT CAN BE A SEPARATE MOTION. IT'S  
18   ATTACHED.

19

20   **ROBERT KALUNIAN, COUNSEL:** SEPARATE MOTION RELATED TO THE SAME  
21   ISSUE.

22

23   **SUP. MOLINA:** I THINK YOU HAVE IT. MY STAFF WILL PASS IT OUT. A  
24   GROWING NUMBER OF LOCAL MUNICIPALITIES ARE FACING FINANCIAL  
25   DIFFICULTIES, WHICH MAY LEAD TO LAYOFFS OR BANKRUPTCY. THIS



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1 MAY LEAD TO MUNICIPALITIES CONTACTING THE COUNTY OF LOS  
2 ANGELES FOR FIRE SERVICES TO REDUCE THEIR OPERATING BUDGETS.  
3 THE COUNTY MUST DEVELOP CLEAR GUIDELINES AND POLICIES TO  
4 JUSTIFY SERVICES PROVIDING MUNICIPAL SERVICES TO ANY OUTSIDE  
5 JURISDICTION. I THEREFORE MOVE THAT ACTION ITEM NO.3 ON THE  
6 BOARD BE AMENDED TO READ "UPON REQUEST OF THE CITY, THE FIRE  
7 CHIEF WILL SEEK BOARD APPROVAL PRIOR TO NEGOTIATING AN  
8 AGREEMENT FOR SERVICES WITH THE CITY OF BREYA," IN OTHER  
9 WORDS, HE HAS TO COME TO US. NUMBER TWO, THE CHIEF EXECUTIVE  
10 ALONG WITH THE FIRE CHIEF SHALL DEVELOP GUIDELINES FOR THE  
11 BOARD'S APPROVAL TO BE USED WHEN APPROACHED TO PROVIDE  
12 FEASIBILITIES STUDIES, TO PROVIDE FIRE SERVICE TO ANY  
13 INDEPENDENT CITY WITHIN AND OUTSIDE OF THE COUNTY OF LOS  
14 ANGELES. I'M VERY CONCERNED ABOUT THE CONTIGUOUS RULE THAT HE  
15 HAS OF AREA OF SERVICE. ANY FUTURE REQUESTS FOR SUCH  
16 FEASIBILITY STUDIES SHOULD INCLUDE BUT NOT BE LIMITED TO THE  
17 FOLLOWING: THE BENEFIT TO THE LOS ANGELES COUNTY RESIDENTS,  
18 THE BENEFIT TO THE FIRE DEPARTMENT, AN EVALUATION OF THE  
19 INCREASED EXPOSURE TO LIABILITY, GEOGRAPHIC PROXIMITY TO THE  
20 COUNTY OF LOS ANGELES AND EVALUATION OF MUNICIPALITIES'  
21 SOLVENCY TO BE ABLE TO MAINTAIN THEIR FINANCIAL OBLIGATION TO  
22 THE DISTRICT. ANY FUTURE REQUEST SHOULD PROVIDE THE  
23 FEASIBILITY STUDY FOR THE FIRE SERVICE SHOULD STATE THE  
24 JUSTIFICATION IN SUCH A BOARD LETTER. NOW, YOU DON'T NEED ME  
25 TO GO INTO IT. WE'VE HAD A LONG MEETING. TO GO INTO ALL THE





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1 PROS AND CONS. BUT CLEARLY TAXPAYERS IN L.A. COUNTY NOT  
2 LOOKING TO PROVIDE FIRE SERVICES IN ORANGE COUNTY. ORANGE  
3 COUNTY HAS MADE DECISIONS THAT MAY NOT HAVE BEEN VERY PRUDENT  
4 IN THE LONG RUN, AS PENSION ISSUES AND SO CONSEQUENTLY THEY  
5 ARE SEEING AN ESCALATION IN THOSE COSTS. AND IT'S NOT OUR  
6 RESPONSIBILITY TO BAIL OUT ORANGE COUNTY OR ANY OTHER COUNTY  
7 WHEN WE HAVE MANY MUNICIPALITIES HERE IN L.A. COUNTY WHO  
8 UNFORTUNATELY MADE THE SAME IRRESPONSIBLE DECISIONS THAT MAY  
9 NEED OUR ASSISTANCE AT THE END OF THE DAY. SO OUR FIRST  
10 RESPONSIBILITY SHOULD BE TO THIS COUNTY RESIDENTS WHO PAY  
11 TAXES AND VERY, FRANKLY, I DON'T KNOW WHO IN ORANGE COUNTY  
12 WANTS SOMEONE WHO TAXES THEM TO DEFER THEIR DECISIONS TO  
13 ANOTHER JURISDICTION LIKE L.A. COUNTY.

14

15 **SUP. KNABE, CHAIRMAN:** OKAY. MOVED BY SUPERVISOR MOLINA. I WILL  
16 SECOND IT BECAUSE I HAVE SOME ISSUES WITH THE ACROSS THE  
17 COUNTY, BUT I DON'T HAVE ISSUES WITH SOME OF THE-- HOW DOES IT  
18 IMPACT? I JUST GOT A REQUEST. WE MAY BE GETTING A REQUEST FROM  
19 ONE OF OUR CITIES TO LOOK AT COUNTY FIRE. IT DOESN'T PROHIBIT  
20 THEM.

21

22 **SUP. MOLINA:** NO, IT DOES NOT. IT WOULD CREATE A SET OF  
23 GUIDELINES. AND I THINK OUR FIRST RESPONSIBILITY SHOULD BE TO  
24 OUR CITIES.

25



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1   **SUP. KNABE, CHAIRMAN:** OKAY. ALL RIGHT. I'LL SECOND THAT.  
2   WITHOUT OBJECTION, SO ORDERED. OKAY? COUNTY COUNSEL? WHAT?  
3   JUST CROSS OUT AMENDMENT AND PUT MOTION. THAT WAY SHE COULD  
4   VOTE FOR HER OWN MOTION. OTHERWISE SHE'S GOING TO HAVE TO VOTE  
5   AGAINST IT. JUST TRYING TO BE HELPFUL IN OUR LAST MEETING.

6

7   **SUP. MOLINA:** I APPRECIATE THAT.

8

9   **SUP. KNABE, CHAIRMAN:** I GOT NERVOUS LAST NIGHT, IT WAS A FULL  
10   MOON, TOO. ANYWAY, SO ITEM 48 IS PASSED AND THIS ADDITIONAL  
11   MOTION BY SUPERVISOR MOLINA IS PASSED. I BELIEVE THAT DOES  
12   TAKE CARE OF THE AGENDA. PROMISE ME. OKAY. NOW WE HAVE PUBLIC  
13   COMMENTS. HILLARIE LEVY. OSCAR JOHNSON AND DANIEL GARCIA.

14

15   **OSCAR JOHNSON:** MY NAME IS OSCAR. I SPEAK FOR THE OPPRESSED, I  
16   SPEAK FOR THE STRUGGLING POOR AND I SPEAK FOR CULTURE CHANGE.  
17   WE SHOULD END CORRUPTION IN GOVERNMENT, END GOVERNMENT WASTE.  
18   WE NEED TO WORK TOGETHER, WE NEED A BETTER GOVERNMENT.  
19   TOGETHER WE STAND AND DIVIDED WE FALL. END ILLEGAL  
20   IMMIGRATION. WE HAVE ILLEGAL IMMIGRATION IN OUR MILITARY.  
21   ILLEGAL FILIPINOS. ILLEGAL HISPANICS, ILLEGAL ARABS AND  
22   ILLEGAL-- IN THE UNITED STATES WHO HAVE A UNIFORM ON THAT  
23   SHOULDN'T BE IN OUR MILITARY. WE SHOULD END GOVERNMENT WASTE.  
24   WE NEED BETTER BUSES. OUR MAYOR VILLARAIGOSA IS JUST THROWING  
25   AWAY OUR TAXPAYER DOLLARS. WE ARE HAVING TOO MANY RAILS. THERE



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1 SHOULD BE BOUNDARIES AND SHOULD TRANSGRESS BOUNDARIES. SHOULD  
2 HAVE BETTER BUSES. WE SHOULD END ECONOMIC RACISM SEEM AS  
3 THOUGH THE BLACK MALE AUTHORITY HAS BEEN ELIMINATED TODAY IN  
4 GENOCIDE. THE MORE DIVERSE THE COUNTRY GETS, THE MORE THE  
5 AFRICAN-AMERICAN PEOPLES GO UNDER. WE SHOULD FIGHT FOR-- STAND  
6 FOR A BETTER GOVERNMENT. WE HAVE TWO FREEDOMS. FREEDOMS  
7 WITHOUT RESPONSIBILITY IS NO FREEDOM. FREEDOM WITH  
8 RESPONSIBILITY IS FREEDOM. FREEDOM TO GO UP IS FREEDOM.  
9 FREEDOM TO GO DOWN IS NOT FREEDOM. FREEDOM FOR WHAT? FREEDOM  
10 FOR INFIDELITY AND SIN. SIN LEADS TO DESTRUCTION. DESTRUCTION  
11 LEADS TO HELL FIRE. OUR GOVERNMENT HAVE MADE THIS CITY--  
12 AMERICA A HELL FOR US, A HELL FOR THE CITIZENS OF ALL  
13 NATIONALITIES. SEEMS LIKE WE ARE JUST HAVING A PARTY.  
14 LEGISLATIVE IS NO PLACE. OUR CONSTITUTION SAYS FAMILY FIRST.  
15 NO MARRIAGE, NO FAMILY. NO EDUCATION, NO CIVILIZATION. ONLY A  
16 PLAYSTATION SOCIETY, PICKUP SOCIETY, A PLEASURE SOCIETY. WE  
17 NEED BETTER GOVERNMENT. WE SHOULD CLEAN UP THE DRUGS ON SKID  
18 ROW. CLEAN UP WOMEN, GET THE YOUNG WOMEN AND CHILDREN OFF OF  
19 SKID ROW. WE SHOULD CLEAN UP THE MIDNIGHT MISSION FOR THE  
20 HOMELESS PEOPLE THAT ARE SLEEPING ON THE CONCRETE DAY AND  
21 NIGHT. THEY HAVE NO SHELTER ON THEIR HEAD. THEY HAVE NO  
22 SHELTER OVER THEIR HEAD. THEY ARE TRANSPORTED AT WORSE THAN  
23 HUMANS, WORSE THAN ANIMALS ACROSS THIS COUNTRY, ACROSS THIS  
24 CITY. WE SHOULD END CONSTRUCTION FRAUD. WE SHOULD END GREED.  
25 OUR POLITICIANS JUST GREED. PRESIDENT JOHN F. KENNEDY SAID



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1 "ASK NOT WHAT YOU YOUR COUNTRY CAN DO FOR YOU, BUT ASK WHAT  
2 YOU CAN DO FOR YOUR COUNTRY." KENNEDY WANTED JOBS FOR ALL  
3 PEOPLES NOT GOVERNMENT WASTE FOR ALL PEOPLE. WE THANK GOD FOR  
4 PRESIDENT BARACK OBAMA. WE THANK GOD FOR HIS WIFE MICHELLE  
5 OBAMA. IT'S A BRAND NEW DAY IN WASHINGTON, D.C. TODAY. MISS  
6 MICHELLE OBAMA HAVE HER DELEGATE, SHE INVITING HUNDREDS OF  
7 AFRICAN-AMERICAN FEMALES TO THE WHITE HOUSE TEACH THEM  
8 MOTHERHOOD AND SHE TEACH THEM TO COVER THEY ARE THEIR SELF.  
9 BUT GOOD NEWS DON'T HARDLY MAKE NEWS. IT'S JUST STAYS IN THE  
10 LIFE OF DESTRUCTION. BUT THERE'S A CHANGE COMING TO AMERICA.  
11 AND THINGS WE KNOW AS GOVERNMENT TODAY IS COME TO AN END AND I  
12 CAN'T WAIT. THANK YOU FOR YOUR TIME.

13

14 **SUP. KNABE, CHAIRMAN:** THANK YOU.

15

16 **DANIEL GARCIA:** I'M DANIEL GARCIA.

17

18 **SUP. KNABE, CHAIRMAN:** THE BIRTHDAY BOY.

19

20 **DANIEL GARCIA:** THANK YOU. ANYWAY, I WANTED TO SAY THAT  
21 [INAUDIBLE]ON THE METROLINK SERVICE FEE, INCREASE IN SERVICE  
22 FEE SHOULD NOT BE HAPPENING. I'M VERY CONCERNED. I'M VERY  
23 CONCERNED THAT PEOPLE WILL NOT DRIVE THAT MUCH. WILL NOT GET  
24 METROLINK IN USE, AND I'M VERY CONCERNED ABOUT IT BECAUSE THEN  
25 THERE WILL BE MORE DRIVERS ON THE STREET, THAN LET'S SAY MORE



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1 RIDERS ON METROLINK. I'M ONE OF THOSE METROLINK RIDERS. AND I  
2 HAVE SEEN A DECREASE ON THESE PASSENGERS. SO I SEE IT WOULD BE  
3 WISE ENOUGH THAT PEOPLE WHO ARE IN METROLINK BOARD OF  
4 DIRECTORS TO [INAUDIBLE] TO US METROLINK.

5

6 **SUP. KNABE, CHAIRMAN:** WELL, DANIEL, I WILL TELL YOU. I WILL  
7 PASS ON YOUR CONCERNS, BOTH SUPERVISOR ANTONOVICH AND I. I  
8 HAVE BEEN OPPOSED TO THE FARE INCREASE. WE BOTH SIT ON  
9 METROLINK. WE'LL CERTAINLY TAKE YOUR CONCERNS TO THE NEXT  
10 MEETING.

11

12 **DANIEL GARCIA:** AND SOME OF YOU ARE ACTUALLY IN THE METROLINK  
13 BOARD.

14

15 **SUP. KNABE, CHAIRMAN:** RIGHT. SUPERVISOR ANTONOVICH AND I. AND  
16 SO WE WILL SHARE YOUR CONCERNS.

17

18 **DANIEL GARCIA:** THANK YOU.

19

20 **SUP. KNABE, CHAIRMAN:** THANK YOU VERY MUCH. ALL RIGHT. I  
21 BELIEVE THAT IS THE LAST PUBLIC SPEAKER. YOU WILL TAKE US INTO  
22 CLOSED SESSION.

23

24 **CLERK SACHI HAMAI:** IN ACCORDANCE WITH BROWN ACT REQUIREMENTS,  
25 NOTICE IS HEREBY GIVEN THAT THE BOARD OF SUPERVISORS WILL



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1 CONVENE IN CLOSED SESSION TO DISCUSS ITEM NO. C.S.-1, PUBLIC  
2 EMPLOYMENT, CONSIDERATION OF CANDIDATE FOR APPOINTMENT TO THE  
3 POSITION OF PLANNING DIRECTOR AS INDICATED ON THE POSTED  
4 AGENDA. THANK YOU.

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The Los Angeles County Board of Supervisors**

1 I, JENNIFER A. HINES, Certified Shorthand Reporter  
2 Number 6029/RPR/CRR qualified in and for the State of  
3 California, do hereby certify:

4 That the transcripts of proceedings recorded by the Los  
5 Angeles County Board of Supervisors December 1, 2009,  
6 were thereafter transcribed into typewriting under my  
7 direction and supervision;

8 That the transcript of recorded proceedings as archived  
9 in the office of the reporter and which have been provided to  
10 the Los Angeles County Board of Supervisors as certified by  
11 me.

12 I further certify that I am neither counsel for, nor  
13 related to any party to the said action; nor  
14 in anywise interested in the outcome thereof.

15 IN WITNESS WHEREOF, I have hereunto set my hand this  
16 11th day of December 2009, for the County records to be used  
17 only for authentication purposes of duly certified transcripts  
18 as on file of the office of the reporter.

19

20 JENNIFER A. HINES

21 CSR No. 6029/RPR/CRR

22